



**CITY OF VINCENT**

# **MINUTES**

**Audit Committee**

**2 March 2023**

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**MINUTES OF CITY OF VINCENT  
AUDIT COMMITTEE  
HELD AS E-MEETING AND AT THE ADMINISTRATION AND CIVIC CENTRE  
244 VINCENT STREET, LEEDERVILLE  
ON THURSDAY, 2 MARCH 2023 AT 4.00PM**

<b>PRESENT:</b>	<b>Cr Ross Ioppolo</b>	<b>South Ward (Acting Presiding Member)</b>
	<b>Cr Susan Gontaszewski</b>	<b>South Ward</b>
	<b>Cr Ron Alexander</b>	<b>North Ward (left at 5.20pm during Item 5.10)</b>
	<b>Mr Olaf Goy</b>	<b>Independent External Member</b>
	<b>Mr George Araj</b>	<b>Independent External Member (electronically) (left the meeting at 4.55pm and returned at 5.00pm)</b>
<b>IN ATTENDANCE:</b>	<b>David MacLennan</b>	<b>Chief Executive Officer (joined at 4.02pm during Item 5.1)</b>
	<b>Peter Varris</b>	<b>A/Executive Director Infrastructure &amp; Environment</b>
	<b>Joslin Colli</b>	<b>Chief Audit Executive</b>
	<b>Rhys Taylor</b>	<b>Chief Financial Officer (after Item 4)</b>
	<b>Jeremy Chalmers</b>	<b>Coordinator Procurement and Contracts (arrived after Item 4, left after Item 5.3)</b>
	<b>Peter Ferguson</b>	<b>Executive Manager Information and Communication Technology (electronically)</b>
	<b>Wendy Barnard</b>	<b>Council Liaison Officer</b>

## **1 INTRODUCTION AND WELCOME**

The Acting Presiding Member, Ross Ioppolo, declared the meeting open at 4.00pm and read the following Acknowledgement of Country statement:

“The City of Vincent would like to acknowledge the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past, present and emerging”.

## **2 APOLOGIES / MEMBERS ON APPROVED LEAVE OF ABSENCE**

Conley Manifis was an apology for this meeting.

Cr Ashley Wallace was an apology for this meeting.

## **3 DECLARATIONS OF INTEREST**

Nil

**4 CONFIRMATION OF MINUTES****COMMITTEE DECISION**

**Moved: Mr Araj, Seconded: Cr Gontaszewski**

**That the minutes of the Audit Committee held on 7 December 2022 be confirmed.**

**CARRIED (5-0)**

**For:** Cr Gontaszewski, Cr Alexander, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**NOTE:** The A/Executive Director Infrastructure & Environment advised that Item 5.9 of the minutes was adopted subject to no further comments being received from Audit Committee members by midday Friday 9 December 2022, and confirmed that no substantive comments were received.

## 5 BUSINESS ARISING

### 5.1 MANAGING RISK THROUGH THE PROCUREMENT, CONTRACT MANAGEMENT AND THE PROJECT MANAGEMENT FRAMEWORK - FROM 7 DECEMBER 2022

Attachments: 1. Project Management Framework - A guide for Project Managers [↓](#) 

#### RECOMMENDATION:

That the Audit Committee recommends to Council that it NOTES the information provided in this report.

Moved: Cr Ioppolo, Seconded: Cr Gontaszewski

That the recommendation be adopted.

#### AMENDMENT

Moved: Cr Ioppolo, Seconded: Cr Gontaszewski

That a recommendation be added as follows:

- **REQUESTS that the Project Management Framework be modified to require that the CEO report to Council any risks identified as 'extreme and/or high' by the Project Board in the monthly Project Risks and Issues Register that were referred to the Executive and CEO for review, together with information on the outcome and planned mitigation measures, if any.**

**AMENDMENT CARRIED (5-0)**

**For:** Cr Gontaszewski, Cr Alexander, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

#### COMMITTEE DECISION ITEM 5.1

That the Audit Committee recommends to Council that it:

1. NOTES the information provided in this report; and

- **REQUESTS that the Project Management Framework be modified to require that the CEO report to Council any risks identified as 'extreme and/or high' by the Project Board in the monthly Project Risks and Issues Register that were referred to the Executive and CEO for review, together with information on the outcome and planned mitigation measures, if any.**

**CARRIED (5-0)**

**For:** Cr Gontaszewski, Cr Alexander, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

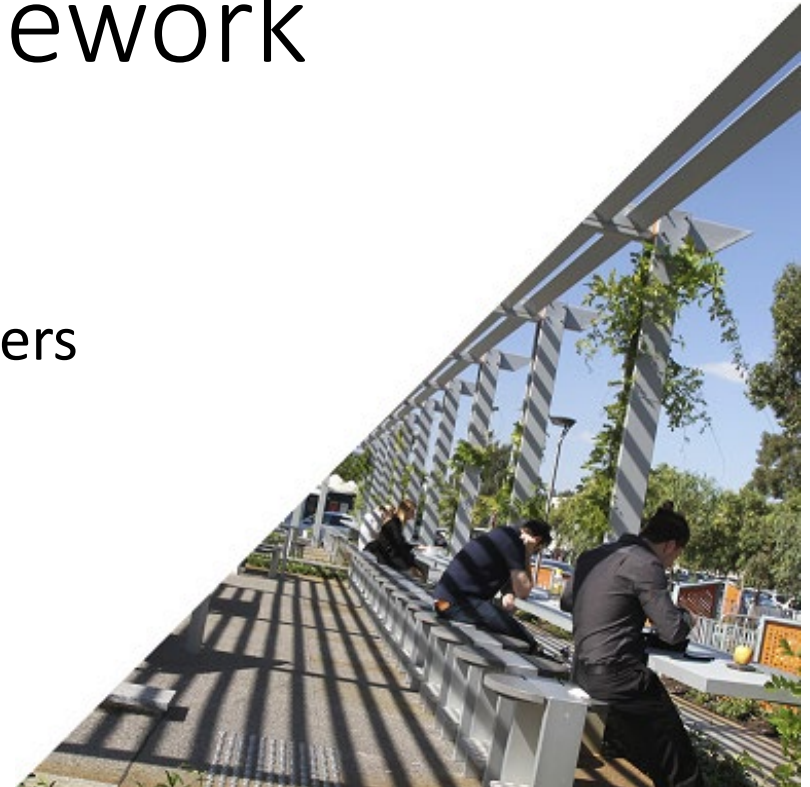
**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

# City of Vincent Project Management Framework

## A Guide for Project Managers

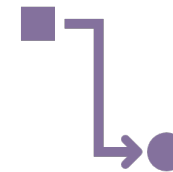
This guide is designed to assist Project Managers to undertake a project following the City of Vincent Project Management Framework





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## Approval to develop a Project, Plan and Initiate

How do I...

- [Run a project at the City of Vincent?](#)
- [Find out what the work I plan to undertake is?](#)
- [Start my project and develop my business case?](#)
- [Plan and initiate my project?](#)
- [Get my project approved?](#)

## Project Delivery

How do I...

- [Deliver and manage my project?](#)
- [Report on my project?](#)
- [Change my project?](#)

## Project completion and benefits realisation

How do I...

- [Close my project?](#)
- [Get help or more information?](#)



The Project Management Framework (PMF) was endorsed by Executive Management Committee (EMC) on 9 September 2021. It outlines four phases of managing a project from inception through to completion. This guide will help you to identify what actions are needed at each phase of your project's life.



# How do I run a Project at the City of Vincent?

The City uses the following framework to govern and complete projects.



## Initiation

- Project need identified
- Internal consultation commences
- High level resources, size, budget, timeframes, and risks assessed and estimated
- Business Case, Proposal or Project on a Page developed for EMC/Project Board consideration
- EMC or Project Board review/approve and confirm governance requirements
- Council informed and/approve strategic projects or those related to a council resolution\*^
- Funding released for detailed feasibility or planning if required



## Project Planning

- Review lessons from similar projects
- Scalable project, community engagement and contract management plans developed
- Any changes in project estimates, scope or outcomes communicated to EMC/Project Board along with detailed project plans
- EMC/Project Board reviews/approves detailed plans and accurate estimates
- Council informed of any changes to estimates resulting from detailed planning and review/approve strategic projects or those related to council resolution\*\*
- Project funding and resources released



## Project Delivery

- Management of workload, resources, outcomes, progress and performance
- Management of risks and issues
- Regular internal and external engagement and consultation
- Monthly project reporting to Project Board/EMC and Council ( quarterly)
- Change request and variance management
- Quarterly project check-ins and regular oversight by EMC/Project Board



## Project Completion

- Deliverables and outcomes implemented
- Engagement and support activities complete
- Benefits and planned outcomes achieved and success celebrated
- Project Closure and Lessons Learned completed
- Project Lessons presented at Project Board/EMC and Council for strategic projects or those related to a council resolution, and shared more broadly across the organisation
- Project Team disbands

\*Council informed of accuracy of estimates and if they will be further refined as part of the detailed planning process.

^Aligned to the development and approval of the Corporate Business Plan and the Council budget approval process.

\*\* Council informed of accuracy of estimates on detailed planning and approve/reject any changes within the budget review process. Project baselines set at this stage, and budget forecasts and estimates updated.



## How do I find out what the work I plan to undertake is?

The **first step** in developing your project is understanding what the work you are undertaking is. Is it a project, a task, or a business-as-usual piece of work?

The Project Prioritisation & Classification Guide (below) will help you to define:

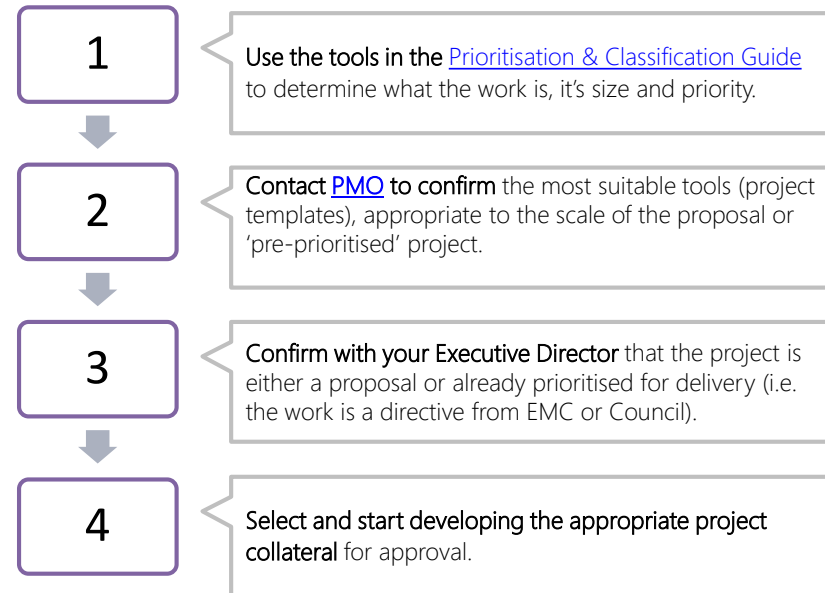
- Is it a project, program, task or a business-as-usual item
- What size it is (based on the Framework parameters)
- What the priority of the project is.

Once you have clarified the *type* of project work, you **next** need to confirm if the project:

- is a proposal, (a new idea/piece of work that has not yet been prioritised for delivery by the City) or,
- if it has already been identified and prioritised by the City or Council for delivery - speak with your Coordinator/Manager to clarify.



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### Handy Hints:

- **Avoid duplication.** If documentation has been completed through another process (for example a submission to Council) then use that.
- **Proposals:** Follow the steps on [page 5](#) to develop your business case; then proceed to [page 7](#) (*How do I get my project approved*).
- **Projects already prioritised by the City:** Develop the Project on a Page at the same time as the planning and initiation steps (see [pages 5](#) and [6](#)).





## How do I initiate my project?

Developing a Business Case /Project on a Page and Project Plan assists you to identify what is required to successfully plan and deliver the project. These include:

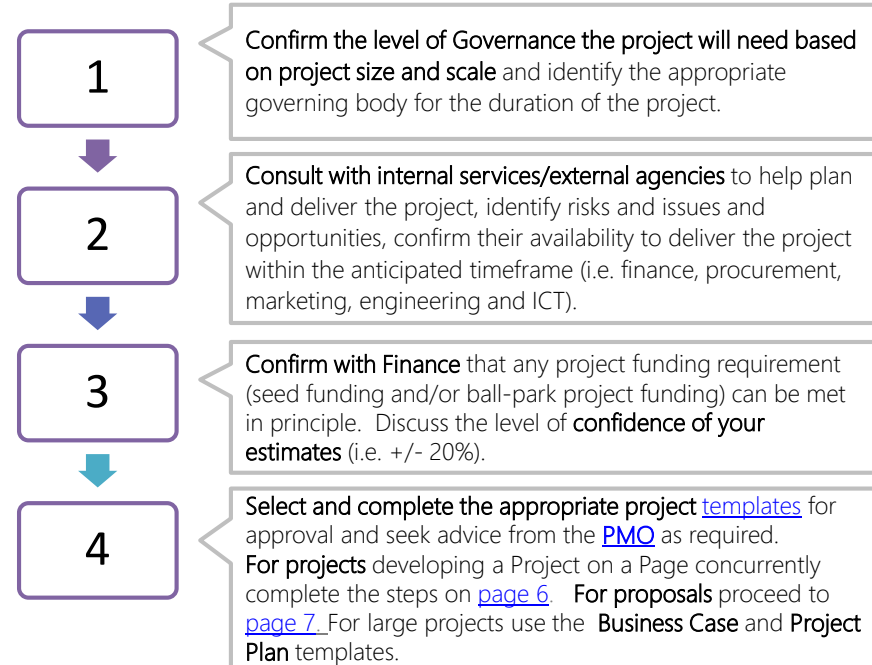
- What the project will cost and how long it will take
- What resources are required, both internally and externally
- What options there are to deliver the project
- What benefits the project aims to achieve
- What the key risks and issues are
- Identification of any [Code of Conduct](#) and [Procurement Conflict of Interest](#)
- What people, process and technology changes are necessary to meet the project deliverables.

The Project Management Office has a range of 'pick and choose' [templates](#) to fit the project size and scale. This guide refers to **project collateral** meaning collectively, all required templates and additional plans, registers or logs, as necessitated by the scale of the project.

The required 'collateral' for small projects or tasks will be at the discretion of the Executive Director



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**Handy Hint:**

- If you require a decision on the approach for a project (and need to present options to EMC) just a proposal will suffice at this stage. Knowing a rough estimate of the project cost and accuracy of the estimates will help decision makers to determine the initial viability of the projects.
- Where project priority is known and understood, project plan and other appropriate templates can be completed at the same time.
- Some examples of the governing body for a project are EMC and Council



## How do I plan my project?

Once you have developed the Business Case, or Project on taking the time to properly plan the project will ensure; the timeframe is realistic; the scope can adequately achieve the project objectives; stakeholder expectations are met; any requested funding aligns to the cost of required products or services; and appropriate engagement is in place.

When planning the project it is important to consider in detail the following:

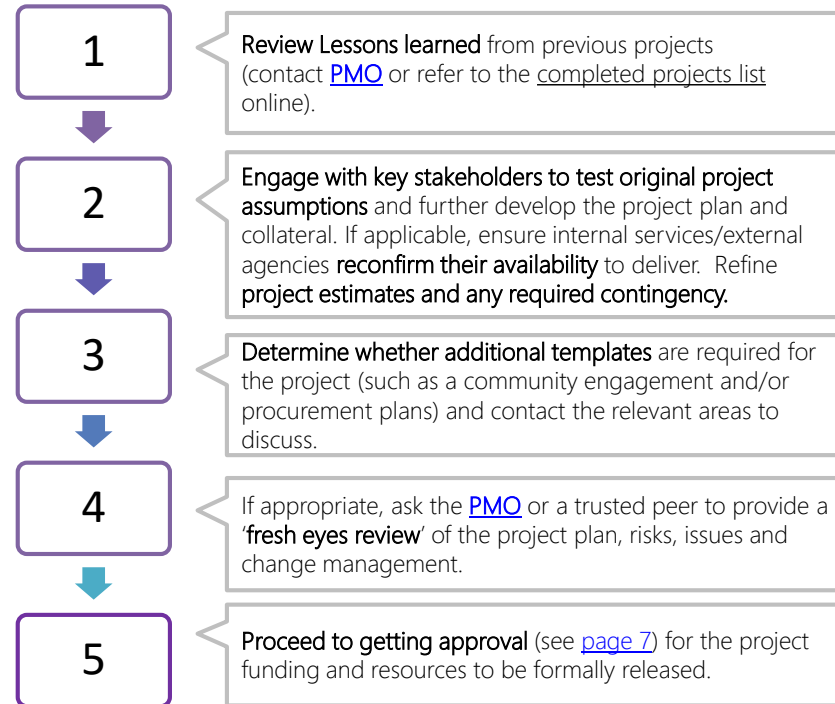
- Changes required to people, processes, policy or systems
- Internal and external resources or contractors
- How you plan to measure project success
- Budget and resource costs
- Risks and Issues (including Conflict of Interest consideration)
- Stakeholders and community engagement
- Cost of life for new or renewed assets.

It is really helpful to look at what worked well (or did not) for previous projects.

Consider if any additional collateral will benefit the delivery of the project (for example to more effectively manage project communications, stakeholders or procurement), and contact the relevant area to discuss what tools are available.



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### Handy Hints:

- As a rule-of-thumb 30% of a project's total timeframe should be dedicated to planning the project.
- If you have an approved Project on a Page, ensure the appropriate governing body approves any significant changes to the timeframe, scope or budget in the project collateral.



## How do I get my project approved?

Before the project commences in earnest, the project plan must be approved by EMC and/or Council to formalise the use of resources assigned to the project; and where applicable, enable funding to be released\*.

The scale and type of project will determine its governance and reporting requirements (for example EMC, Project Board, Council).

**Large Projects** (Strategic Projects and those resulting from a Council resolution) require the following to receive Council approval:

- A Business Case with options and attached detailed Project Plan
- Detailed Risk and Issues Register
- Expenditure forecast (phasing) and estimate of accuracy of your estimate (e.g. +/-20%)
- Procurement Plan in line with the Purchasing Policy and Contract Management Framework
- Communications, change management and engagement plan in line with Community Engagement Strategy
- Proposed measurements for benefits and outcomes (to be implemented later)

\* **Funding** can provide support for the planning and preparation stages of the project. It may be used for resourcing research/information gathering, testing of project assumptions, recruitment for establishing the project team or developing a complex project plan. Speak to your Manager for further advice on seed funding.



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**Handy Hints:**

- Consider if **funding** is necessary to support the planning stage of the project.
- Follow a **Process**, email approval is preferred.
- The PMO team will inform you of the meeting date your project collateral will be considered by EMC. Please advise the [PMO](#) if there is an urgent need to have the project approval 'fast-tracked'.



## How do I deliver and manage my project?

It is good practice to regularly review, monitor and report on your project's progress. Identifying any actual or potential issues early on will enable you to take action to ensure your project stays on track.

Regular review of your Risks and Issues register, any Conflict of Interest arising throughout different stages of the delivery of your project, and your project financials in [BIS](#) is important to ensure your project remains on track.

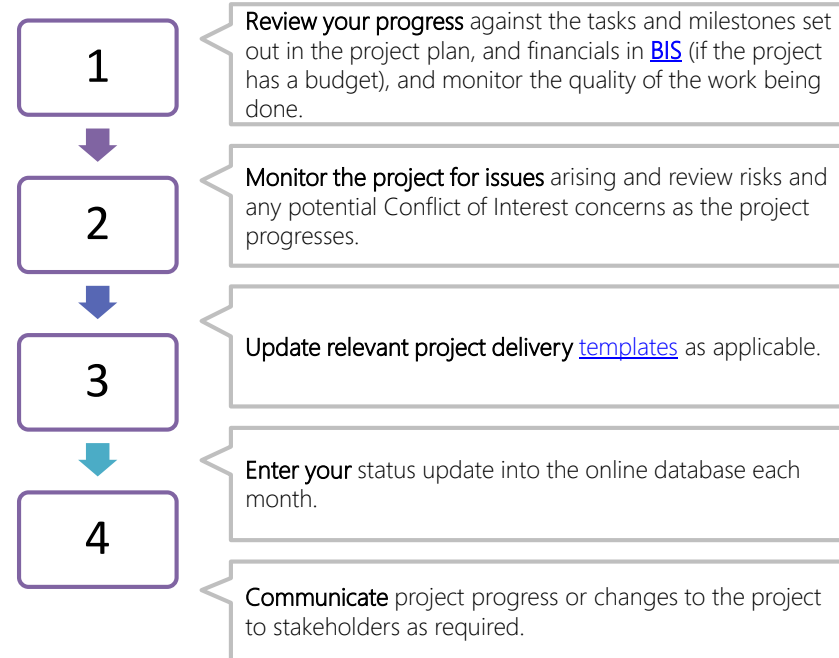
The City promotes a culture of open communication and no surprises. As such, please ensure that any issues or project changes are called out as early as possible, to ensure stakeholders are informed of any upcoming changes and the reasons for them.

The [PMO](#) are available for advice on managing or reporting on your project at any time. Quarterly project "check-ins" with project managers will be provided to proactively work through any key issues and enable reciprocal feedback on project management processes.

Project status updates are captured each month on line. See [page 9](#) for more information on reporting on your project.



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### Handy Hints:

- The **monthly status update** reduces the need for duplication of reporting and informs reporting to Managers, EMC and Council.
- Calling out **issues** as early as possible often makes their resolution easier.



## How do I report on my project?

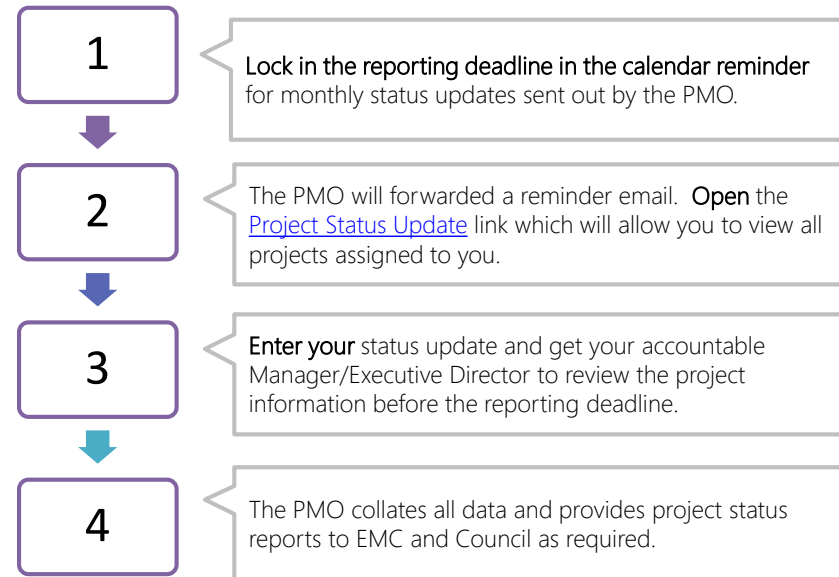
The City is transitioning to a digital toolkit, and the monthly [project status](#) reporting of our projects and programs. The PMO will forward an email each month with a link to your project and programs.

### Key points for reporting:

- Project status should be short and concise (one sentence is fine).
- Traffic light indicators (for time, cost and overall health of the project) need to accurately reflect your comments or any current issues.
- Information provided by you in the status update informs reports provided to EMC and Council.
- 'How to' videos are available on the [Vintranet](#) to assist you to report on your project (see link below).
- The PMO team can provide one-on-one training in reports at your desk or via a Teams meeting. Contact [PMO](#) to arrange a time that suits.



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### Handy Hints:

- Let the PMO team know if you get a **request for project information** outside of the PMO reporting process and refer the person asking for the information to the PMO. The aim is to use the projects dataset as much as possible to **avoid duplication of effort**.
- Contact [PMO](#) to confirm that yourself or a team member have the **correct access** especially if you are going on leave and someone else will be reporting.



## How do I change my project?

There are times when internal or external factors may adversely impact the project's progress, and there are other times when an opportunity may arise that allows the project to change in order to achieve a better project outcome.

If either of these situations occur the project may require a significant change to the timeframe, scope or budget to continue successfully.

It demonstrates good project management to be proactive when the need for change to the original project plan becomes apparent.

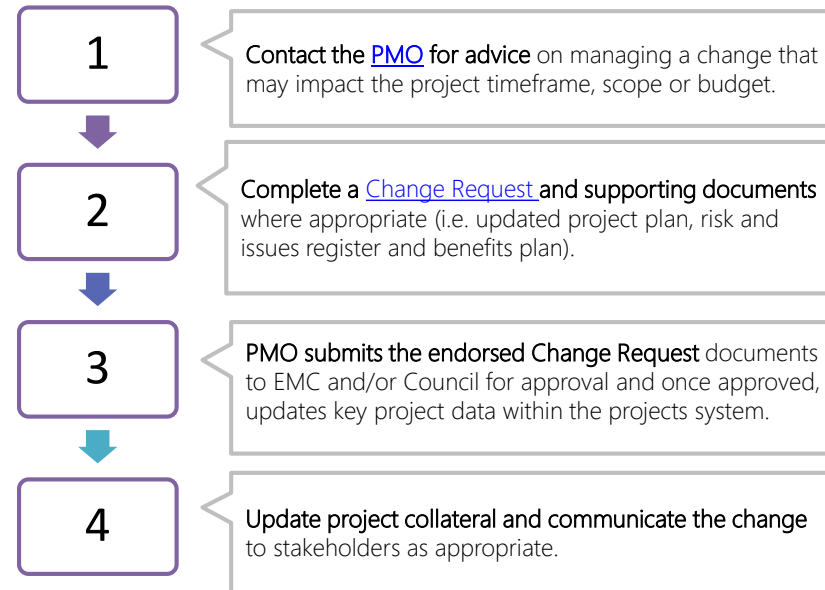
A [Change Request](#) is used to communicate the change to the governing body or key stakeholders and to seek their approval to officially change the project.

Complete a Change Request when:

- *There is a change to scope that impacts the Must Haves and/or Should Haves.*
- *The project will be delayed by more than 20% or two months whichever is the earlier.*
- *The project will not be delivered within budget.*



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**Handy Hints:**

- **Calling out issues** as early as possible often makes their resolution easier and actioning a required change promptly minimises any potential disruption to the project's progress.
- Speak to the [PMO](#) if you have an **urgent change request** and need to 'fast-track your change'.



## How do I close my project?

**Congratulations!** You have completed the project.

To formally close the project and document the lessons learned from the experience please review and complete the [Project Closure and Lessons Learned](#) template. The template is in a PowerPoint presentation format to make it easy to share with your stakeholders. You may even like to complete your report 'live' in a workshop with your project team!

This is a great opportunity to present what worked well and what could be improved, so the City can benefit from what you learned on this project. To make this easy, the PMO will share your valuable feedback across the organisation and use it to inform ongoing improvement in the process and delivery of City projects.

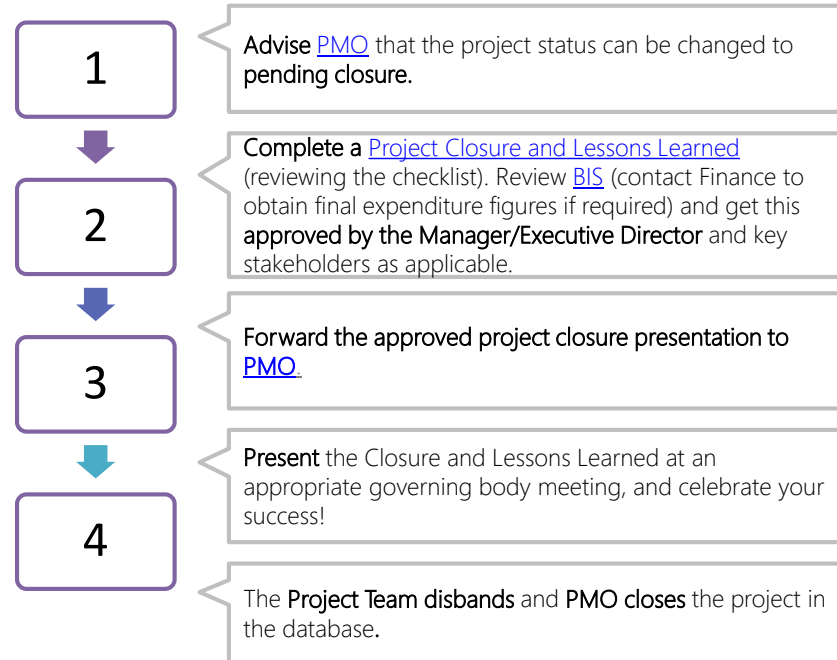
In some cases the project may lend itself to inform your teammates across the City via the weekly CEO address!!

Don't forget to finalise any change management requirements or communications to stakeholders once all project deliverables are completed.

Review your project financials in [BIS](#) and check there are no outstanding invoices, then notify Finance/Procurement that the project is closed.

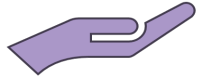


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**Handy Hints:**

- Holding a closure/lessons learned workshop is a great way to wrap up your project. If you would like assistance to **facilitate a workshop** just ask the [PMO](#) team.
- If your project has **Benefits Realisation** measures speak to the [PMO](#) for advice.



## How do I get help or more information?

### Contact the Project Management Office for advice on:

- the Framework, templates and managing project changes;
  - facilitation of in-house workshops (such as risk and issues or lessons learned);
  - seed funding, at project start-up
  - benefits realisation (currently under development);
  - quarterly check-ins and support for Project Managers; and,
  - training and support.
- 
- [PMO](#)
  - [Project Management Framework](#)
  - [Project Management Templates](#)
  - [Online "How to Guides"](#)
  - [Promapp](#)

Tracy Bilyk

Finance Officer – Asset Reporting & Project Management

T: (08) 6112 5811

E: [projects@vincent.wa.gov.au](mailto:projects@vincent.wa.gov.au)





## Attachment A | Roles and Responsibilities (Governance)

### Council

- **Responsible** for guiding priority and directing strategic effort via the Strategic Community Plan and the Corporate Business Plan
- **Responsible** for reviewing and approving strategic projects or projects related to a Council resolution and associated project changes
- **Accountable** for ensuring the City of Vincent is undertaking sound project governance and performance by regular monitoring of quarterly reporting updates, delivery against the Corporate Business Plan and Key Performance Indicators

### EMC

- **Accountable** for ensuring projects operate within the Project Management Framework and are governed appropriately
- **Responsible** for approving high priority and profile projects, changes and closures and ensuring budget and resources are in place
- **Responsible** for challenging projects or changes that don't make sense or aren't performing via monthly reporting
- **Responsible** for ensuring regular and timely opportunities for project approvals, changes and closures and benefits realisation are in place
- **Ensures** projects are adequately planned and issues remediated in a timely manner

### Individual Project Boards/Sponsors (For Large, Complex and High Value/Risk Projects\*)

- **Accountable** for providing regular check-ins, opportunities for project approvals, changes, closures and benefits realisation are in place for individual large and high profile/risk projects
- **Responsible** for challenging projects or changes that don't make sense or aren't performing
- **Accountable** for ensuring projects are adequately planned and issues remediated in a timely manner, and escalates any issues or resourcing requirements to EMC as required
- **Responsible** for ensuring projects operate within the Project Management Framework

*\*Estimated up to 5 projects would fall into this category*

### City of Vincent Project Board for Large and Medium sized projects\*

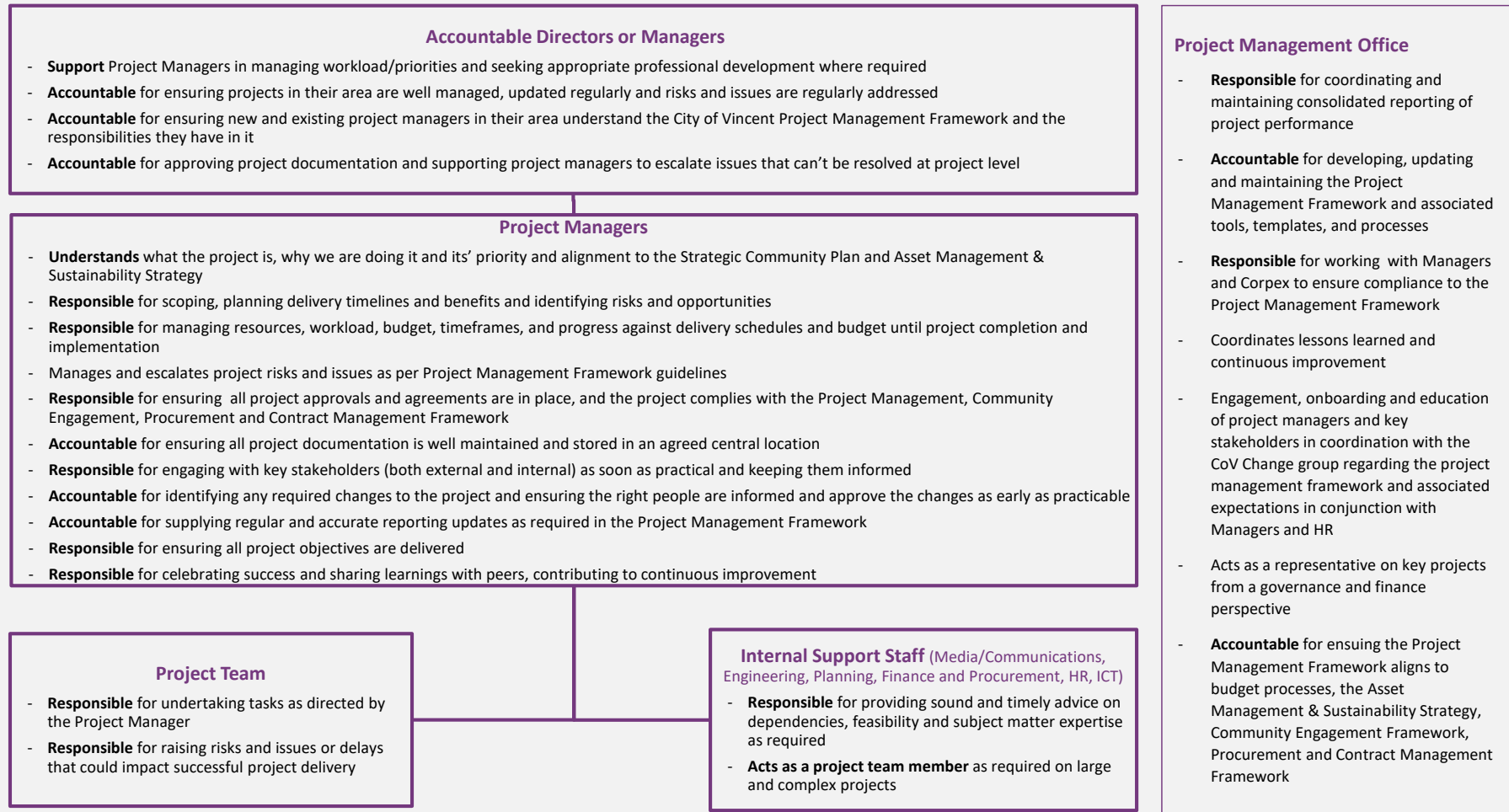
- **Accountable** for providing regular check-ins, opportunities for project approvals, changes, closures and benefits realisation are in place for large and medium (but lower profile and risk projects)
- **Responsible** for approving project plans, changes and closures, and challenging projects or changes that don't make sense or aren't performing
- **Accountable** for ensuring projects are adequately planned and issues remediated in a timely manner, and escalates any issues or resourcing requirements to EMC as required
- **Responsible** for ensuring projects operate within the Project Management Framework

*\*Terms of reference to be developed and incorporate a project board style arrangement*

**Responsible** | Person or group who will undertake and deliver the task

**Accountable** | The person or group who approves initiation, changes to, and completion of a task or item

## Attachment B | Roles and Responsibilities (Project Delivery)



## Attachment C | Project Size and Scalable Governance

Large   High Risk, Profile, Budget and Impact (12 Active Strategic Projects)	Medium   Medium Risk and Impact	Small   Low Risk or Minimal impact
<p><b>General Attributes (3 or more of the attributes below)</b></p> <ul style="list-style-type: none"> <li>• <b>High priority</b></li> <li>• <b>12+ month duration</b></li> <li>• <b>Introduces significant risk, change, and significant benefit</b></li> <li>• <b>High profile or significant community impact or interest**</b></li> <li>• <b>3+ FTE/cross divisional team</b></li> <li>• <b>\$250k + budget*</b></li> </ul>	<p><b>General Attributes</b></p> <ul style="list-style-type: none"> <li>• Must be a priority and deliver benefit</li> <li>• 6 – 12-month duration</li> <li>• Introduces moderate risk, change or benefit</li> <li>• Medium profile or community impact or interest**</li> <li>• 1-2 FTE required</li> <li>• Up to \$250k budget*</li> </ul>	<p><b>General Attributes</b></p> <ul style="list-style-type: none"> <li>• Must be a priority and deliver benefit</li> <li>• Up to 6-month duration</li> <li>• Low risk or change impact</li> <li>• Low community impact or interest</li> <li>• Up to \$50k budget*</li> </ul>
<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Inclusion on the Strategic Projects Council Report and monthly EMC report</li> <li>• Highest risk or profile projects have their own project board, the remaining have a standing agenda item on the Project Governance Board (inc. Reps from Marketing, Comms, Procurement, Finance, Engineering, Planning)</li> <li>• Project team made up of interdivisional representatives from inception (i.e., Marketing, Procurement, Engineering)</li> <li>• Central document management location</li> </ul>	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Incorporated into existing governance at an appropriate level with Executive Director overview</li> <li>• Included in monthly EMC reports</li> <li>• Central document management location</li> <li>• Interdivisional project team as required</li> </ul>	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Approved in divisional business plans or capital works programs as appropriate</li> <li>• Included in Project reporting at EMC discretion</li> <li>• Central document management location</li> </ul>
<p><b>Required Project Management Tools or Evidence</b></p> <ul style="list-style-type: none"> <li>• Business Case with options (Project on a Page as a minimum) with attached detailed Project Plan</li> <li>• Detailed Risk and Issues Register</li> <li>• Expenditure forecast (phasing) and estimate of accuracy, (e.g. +/-40%) and agreed contingency</li> <li>• Procurement Plan in line with the Purchasing Policy, Procurement and Contract Management Frameworks</li> <li>• Communications, change management and engagement plan in line with Community Engagement Framework</li> <li>• Proposed measurements for benefits and outcomes (to be implemented later)</li> </ul>	<p><b>Required Project Management Tools or Evidence</b></p> <ul style="list-style-type: none"> <li>• Project on a Page and appropriately scaled project delivery plan</li> <li>• Risks and Issues Register</li> <li>• Expenditure forecast (phasing)</li> <li>• Procurement Plan in line with the Purchasing Policy, Procurement and Contract Management Framework</li> <li>• Comms and Engagement Plan (if needed) in line with Community Engagement Framework</li> </ul>	<p><b>Required Management Tools or Evidence</b></p> <ul style="list-style-type: none"> <li>• Project on a Page</li> <li>• Comms and Engagement Plan (if needed) in line with Community Engagement Framework</li> <li>• Optional collateral (dependent on project need)</li> </ul>
<p><b>Optional Collateral (dependent on need)</b></p> <ul style="list-style-type: none"> <li>• Roles and Responsibility agreements (internal and external)</li> <li>• Project specific collateral as required, i.e., Engineering plans</li> </ul>	<p><b>Optional Collateral (dependent on need)</b></p> <ul style="list-style-type: none"> <li>• Project specific collateral as required</li> </ul>	

*\*Capital works projects that have a larger budget however are considered low risk, low profile, and low impact should be treated as part of the annual capital works program*

*\*\* In line with the Community Engagement Framework*

## Attachment D | Project Prioritisation (Project Initiation)

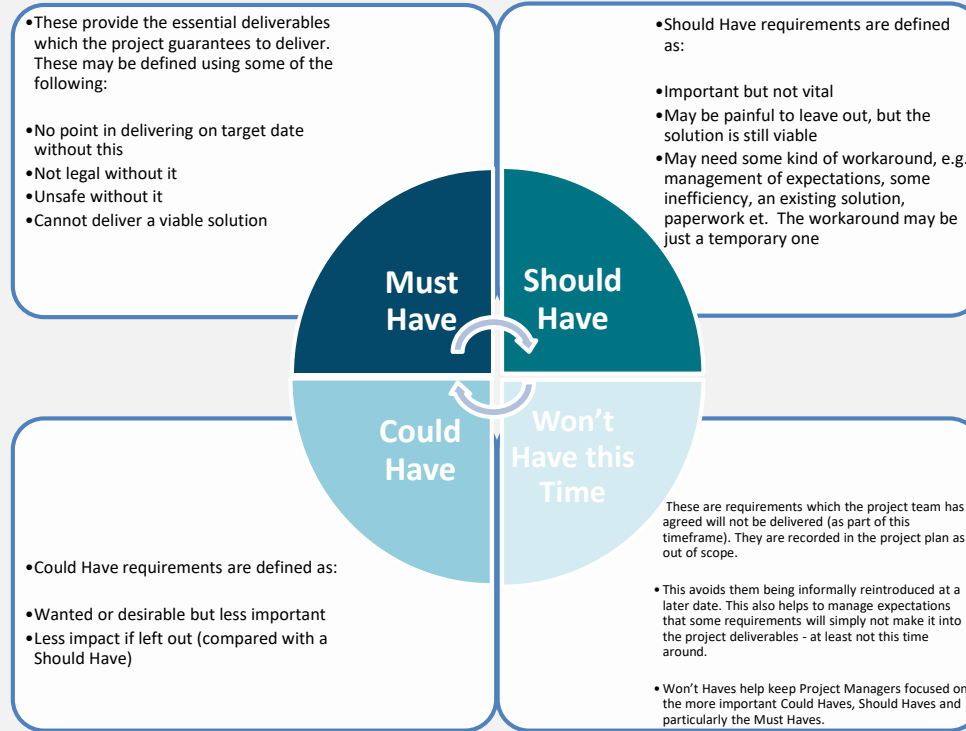


Is it a Strategic Community Plan Priority?	Does it improve our efficiencies so we can provide more value-add services?	Does it improve customer or community outcomes?	Does it support the renew strategy?	Does it improve the safety of our patrons, staff or community?	Is it a Governing Act, Legislation or Audit requirement or critical to CoV operations?	Does the project deliver significant benefit or financial return that justifies resource and budget required to deliver it?	Is the work within our remit?
--	---	---	-------------------------------------	--	--	---	-------------------------------

The prioritisation matrix has been updated to capture:

- Support for the 'renew' strategy
- Issues of safety

## Attachment D | Project Prioritisation (Project Initiation)

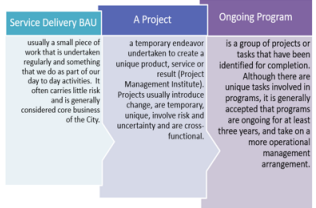


# Attachment D | Project Prioritisation Calculator (Project Initiation)

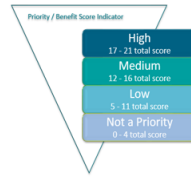
## PROJECT CONFIRMATION, PRIORITISATION AND SIZING

About: The calculator and guidelines are to be used as part of the City of Vincent Project Management Framework and is designed to assist Project Managers to identify if a piece of work is a Business as Usual, A Project or Ongoing Program, what its priority is and how the work maps to approved sizing and governance guidelines. The table for the Project Deliverables asks you to use the MoSCoW to prioritize your deliverables which can then be carried over into the PoP / Business Case. As no piece of work is completely the same the calculator and supporting matrix should only be used as a guideline. If you are in doubt please speak to your Manager or Director.

Is a piece of work BAU, A Project or Ongoing Program?



Priority / Benefit Score Indicator



Project Priority Questions								Total Score	Enter in your priority rating (see above)
1	2	3	4	5	6	7	8		
Is it a Strategic Community Plan Priority?	Does it improve our efficiencies so we can provide more value-add services?	Does it improve customer or community outcomes?	Does it support the renew strategy?	Does it improve the safety of our patrons, staff or community?	Is it a Governing Act, Legislation or Audit requirements or critical to CoV operations?	Does the project deliver significant benefit or financial return that justifies resource and budget required to deliver it?	Is the work within our remit?		
Supports three or more strategic themes	Significant improvement in efficiencies	Improves outcomes for unique customer or community group	Supports the Renew strategy and Asset Sustainability	Improves high risk safety issue	Required by Governing Act, Legislation, Audit or Government commitment	Community benefit	Yes		
3	2	1	2	3	2	1	1	15	High Priority

Project Deliverables (Setting and Managing Project Scope / Timeframe / Budget via MoSCoW)

**Must Have (M)**  
These provide the essential deliverables which the project guarantees to deliver. These may be defined using some of the following:  
• No point in delivering on target date without this  
• Not legal without it  
• Inuse without it  
• Cannot deliver a viable solution

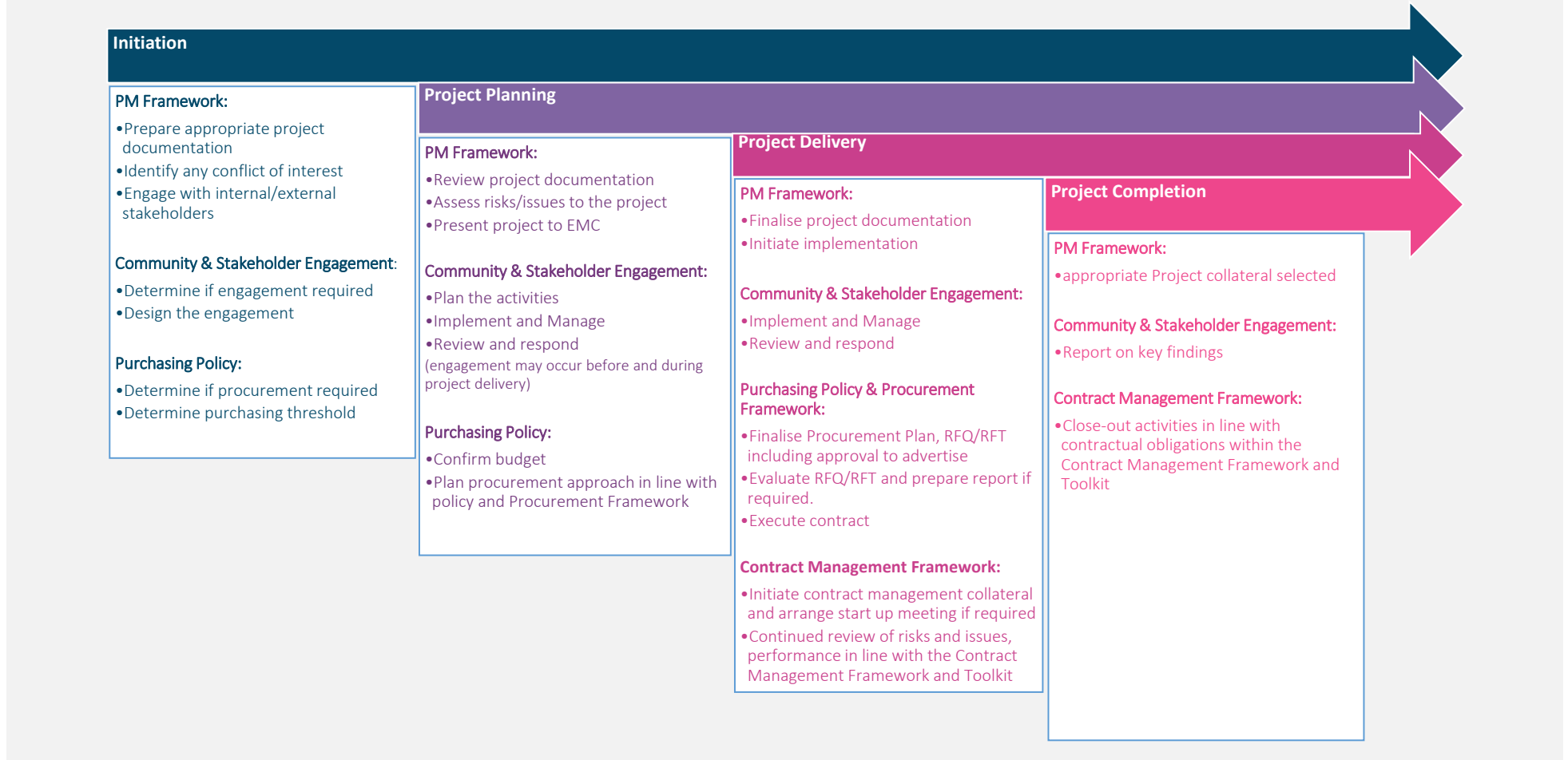
**Should Have (S)**  
Should have requirements are defined as:  
• Important but not vital  
• May be painful to leave out, but the solution is still viable  
• May need some kind of workarounds, e.g. management of expectations, some inefficiency, an existing solution, paperwork etc. The workarounds may be just a temporary one

**Could Have (C)**  
Could have requirements are defined as:  
• Wanted or desirable but less important  
• Little impact if left out (compared with a Should Have)

**Won't Have this Time (W)**  
These are requirements which the project team has agreed will not be delivered on period (this timeframe). They are recorded in the project plan as not of scope.  
• This avoids them being informally reintroduced at a later date. This also helps to manage expectations that some requirements will simply not make it into the project deliverables at least not this time around.  
• Won't Have helps keep Project Managers focused on the more important Could Haves, Should Haves and particularly the Must Haves.

Must Have (M)	
Should Have (S)	
Could Have (C)	
Won't Have at this Time (W)	

## Attachment E | Alignment with Policies & Frameworks (Project Initiation)





## Attachment F | Project on a Page (Project Initiation)

<b>CITY OF VINCENT</b>		PROJECT ON A PAGE										Project Size L / M / S	Start Date 12/07/21	SCP Category <i>(delete not applicable)</i>	Enhanced Environment Accessible City Connected Community Thriving Places Sensitive Design Innovative & Accountable						
Project Name:												Priority ???	Estimated Finish Date 08/10/21								
Project Code (CBP):		CBP Strategic Project No.										Project Board:		Project Manager:							
Project Description:												Accountable Executive Sponsor:		Service Area:							
Objectives & Scope												Expenditure Type:		Container & Record No:							
Estimated Timeframe:		? months										Benefits		Project Success is...							
Project Estimated Cost:		\$										Key Stakeholders (internal and external)									
Contingency:		\$																			
Total Expenditure:		\$																			
Sensitivity Analysis: <small>(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)</small>		?? %																			
Total FTE cost (estimated):		\$																			
Number of FTE:																					
Total Project Cost (ex. GST):		\$																			
Account No. (Finance to allocate)																					
Project Deliverables / Milestones <small>(Optional Phasing and Gantt Charts available)</small>		MoSCoW Priority (M, S, C, W)		Year 1												Year 2	Year 3	Year 4	Outer Years		
				Budget (\$)	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	(\$)	(\$)	(\$)	(\$)	
1																					
2																					
3																					
4																					
5																					
6																					
		Total		\$	-																
Risks (what could happen):		Issues (what has been identified):					Risks and Issues														
•		•					• /														
People or Engagement Activities				Process/Policy changes or improvements required for this project to succeed				Technology tools or infrastructure changes or improvements required for this project													
•				•				•													
Internal Service Requirements: <small>Please discuss with the appropriate Service Area as soon as practicable and indicate here which areas will be included.</small>																					
		Consulted	Plan attached	Plan to be developed	Not applicable	Consulted	Plan attached	Plan to be developed	Not applicable	Consulted	Plan attached	Plan to be developed	Not applicable	Consulted	Plan attached	Plan to be developed	Not applicable				
Engagement / Media:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Human Resources:				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Risks & Issues:				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering / Parks:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ICT:				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other (insert):				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning: Consulted:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Finance / Procurement:				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





## Attachment G | Business Case (Project Initiation)

<b>BUSINESS CASE</b>	
Project Management Framework City of Vincent	
	
Date:	dd/mm/yyyy
Project Name:	
Project Manager:	
Directorate:	
Project Code:	
Accountable Executive Sponsor:	
Estimated Timeframe:	Start Date: _____ Estimated Finish Date: _____
Total Expenditure:	\$ (salary cost plus estimated cost of recommended option)
Total Salary Cost:	\$
Total Estimated Cost of Recommended Option:	\$
Sensitivity Analysis: <small>(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)</small>	%
Number of FTE:	Required Contingency %
Has Finance confirmed that funding is available for this project? Yes, No, Not Applicable	
<b>OBJECTIVES &amp; SCOPE</b>	
Description <i>High Level Synopsis</i>	
The objectives of this project are:	
<ul style="list-style-type: none"> <li></li> <li></li> </ul>	
Deliverables (MoSCoW Priority)	(M, S, C, W)
1.	
2.	
3.	
4.	
<b>BENEFITS &amp; MEASURABLES</b>	
<b>Problem Definition and Urgency</b> <i>Outline the problem the project seeks to address and the urgency</i>	
The benefits of the project are:	
<ul style="list-style-type: none"> <li></li> </ul>	
How does the project align to the Strategic Community Plan? <i>Describe how the project aligns to the Strategic Community Plan and how it supports key City priorities</i>	

<b>BENEFITS &amp; MEASURABLES</b>	
How will the success of this project be measured? <i>What will success look like? How and when will the benefits of the project be realised? The success of the project will be measured by the following:</i>	
<ul style="list-style-type: none"> <li></li> </ul>	
If applicable, outline how the project will impact or be impacted by other departmental or government initiatives	
<ul style="list-style-type: none"> <li></li> </ul>	
<b>APPROACH</b>	
Recommended option and Reason: <i>Note the recommended option and the reason for this recommendation</i>	
The advantages and disadvantages for each option are summarised below:	
<b>Option 1: Maintain the Status Quo</b>	
Total Estimated Cost: \$	Sensitivity Analysis: <small>(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)</small>
Advantages:	Disadvantages:
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Option 2: Insert Option</b>	
Total Estimated Cost: \$	Sensitivity Analysis: <small>(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)</small>
Advantages:	Disadvantages:
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Option 3: Insert Option</b>	
Total Estimated Cost: \$	Sensitivity Analysis: <small>(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)</small>
Advantages:	Disadvantages:
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>SCOPE</b>	
What will be included as part of this project?	
<ul style="list-style-type: none"> <li></li> </ul>	
What will not be included as part of this project?	
<ul style="list-style-type: none"> <li></li> </ul>	
<b>HOW DO I GET MY PROJECT APPROVED - GO TO THE HOW DO I?...GUIDE</b>	
 <a href="#">Templates and Tools</a> <a href="#">Promapp</a>	

## Attachment H | Project Plan (Project Planning)

PROJECT PLAN				
Project Management Framework City of Vincent				
				
Date:	dd/mm/yyyy			
Project Name:				
Project Manager:				
Link to Business Case/Proposal or	(enter hyperlink)			
Project Code:	(only enter if funding is required on an existing project if known)			
Accountable Executive Director:				
Sponsor:				
IMPLEMENTATION ACTIVITIES				
The implementation activities associated with this project are:				
<ul style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> </ul>				
FINANCE - Schedule and Expenditure Forecast, Procurement and Contract Management				
<b>Need Help?</b>				
<ul style="list-style-type: none"> <li>❖ If your project requires funding please complete the Schedule &amp; Expenditure Costs spreadsheet <a href="#">here</a> and submit with your proposal.</li> <li>❖ For funding assistance information contact your Finance Business Partner</li> <li>❖ Both <a href="#">Procurement</a> and <a href="#">Contract Management</a> information is available at the attached links or email them <a href="#">here</a></li> </ul>				
Need More Help? Email the PMO <a href="#">here</a>				
INTERNAL SERVICE REQUIREMENTS				
If your project requires input from the following areas please outline the following:				
<ul style="list-style-type: none"> <li>Task</li> <li>Expected Timeframes</li> </ul>				
Please discuss with the appropriate Service Area as soon as practicable.				
Internal Service Requirements				
Please discuss with the appropriate Service Area as soon as practicable and indicate here which will be involved.				
	Consulted	Plan attached	Plan to be developed	Not applicable
Engagement / Media:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engineering / Parks:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning: Consulted:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ICT:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance / Procurement:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning: Consulted:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risks & Issues:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (insert):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RISKS AND ISSUES				
Please complete Appendix B-project Risk, Issue and Decision Register ( <a href="#">here</a> ) and submit with your proposal.				
<b>Risks</b> <ul style="list-style-type: none"> <li></li> <li></li> </ul> <b>Issues</b> <ul style="list-style-type: none"> <li></li> <li></li> </ul>				
CONSULTATION AND COMMUNICATION				
Internal/External Stakeholder	What do they need to know? What information do we need?	When do they need to know it?	How do they need to be informed?	
<i>Note: Consider the impact of the project against the Cov Community Engagement Strategy and develop an appropriate Engagement and Communications plan in line with Media and Communications.</i>				
HOW DO I GET MY PROJECT APPROVED - GO TO THE HOW DO I?...GUIDE				
 <a href="#">Templates and Tools</a> <a href="#">Promapp</a>				

## Attachment I | Project Schedule & Expenditure (Project Planning)

PROJECT SCHEDULE																								
Project Schedule																								
	Year 1												Year 2											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Initiate																								
Procurement																								
Development																								
Stage X																								
Stage X																								
Stage X																								
Implementation																								
Project Close and Lessons Learned																								

**Instructions**

Show the expected delivery timeframes

If your project plan has been developed using another tool i.e. MS Project then please provide that as an appendix in place of the above.

*Note: The Project Management Coordinator can assist Project Managers to develop a detailed project schedule.*

## Attachment I | Project Schedule & Expenditure (Project Planning)

PROJECT EXPENDITURE FORECAST													
Asset Class	Community Engagement												
Project Type	Asset Ratio %												
Year 1 Capital or Operating Project Budget (Excludes GST)													
Revenue Type	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Year 1 Total
Municipal Grants													0
External Provider Contributions													0
Reserve													0
Loan / Borrowing													0
Other													0
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
Expenditure	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Year 1 Total
Consultancy costs or additional resourcing only													0
Materials, contracts & professional services													0
Utilities													0
Other expenses (specify)													0
<b>Total expenditure</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
Outer Years Capital or Operating Project Budget (Excludes GST)													
Revenue Type	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total Budget		
Municipal Grants											0		
External Provider Contributions											0		
Reserve											0		
Loan / Borrowing											0		
Other											0		
<b>Total</b>	0	0	0	0	0	0	0	0	0	0	0		
Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total Budget		
Consultants or additional resourcing costs											0		
Materials, contracts & professional services											0		
Utilities											0		
Other expenses (specify)											0		
<b>Total expenditure</b>	0	0	0	0	0	0	0	0	0	0	0		

**Instructions**

The information above is provided to enable Finance to compile the Annual Budget and inform the Long Term Financial Plan (LTFP)

**Revenue Type** - Show when and what type of funding you anticipate you will be using the first year (Phasing - which month do you expect to spend against project budget)

**Expenditure** - Show when and what anticipated expenditure you will be using in the first year (Phasing - which month do you expect to spend against the project budget).

**Outer Years** - Show the total amounts per year (without phasing)

## Attachment J | Project Risks & Issues (Project Planning)

**PROJECT MANAGEMENT FRAMEWORK: Risks and Issues**

Project Name:

Project Manager:

[How have you considered fraud and corruption within your Project Planning? Refer to the Fraud & Corruption Prevention Policy here.](#)

Rank	Time and Deliverables	Cost	Quality
1	Insignificant Little impact - Requires little or no additional management effort to resolve	Less than 0.25% of Budget	Little impact
2	Minor Inconvenient delays - Requiring some management intervention	0.15% of Budget	Low impact
3	Moderate Significant delay in major deliverables - Requiring some management intervention	2% of Budget	Medium impact
4	Major Non-achievement of major deliverables - Requiring considerable senior management effort to resolve or Project Control Board awareness	6% of Budget	Major impact
5	Catastrophic Non-achievement of major key objectives	6% of Budget	Severe impact

ID No	Risk/Issue Title	Description	What caused this Risk/Issue	What is the Consequence of the Risk/Issue?	Is it a Risk or Issue?	Project or Business?	Consequence Rating	Likelihood Rating	Overall Rating	Proximity	Treatment Strategies	Owner	Date Raised	Date Last Updated	Comments	Current Status
1	Managing Conflict of Interest (COI) within the project	The project has the potential to generate conflicts of interest regarding the delivery and decisions relating to the project.	Project Manager or Project Team familiar with Land Developers, Council or other key stakeholders	Potential to raise conflicts of interest, whether perceived or otherwise. Potential for fraudulent behaviour.	Issue	Project	4	3	Medium	Far (>3 Months)	COI process within project team Adherence to Procurement and Contract Management processes Adherence to COI processes within the Department Appropriate management of any identified COI's	Project Manager	DD/MM/YYYY	DD/MM/YYYY		
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							

## Attachment J | Project Risks & Issues (Project Planning)

### Daily Log

To record required actions or significant events not recorded in other project documents - it can be used as a Project Manager's diary if required

Entry Date	ID No.	Action, Item or Comment	Responsible Person	Result	Target Date	Actual Date	Status
	1						
	2						
	3						
	4						
	5						
	6						
	7						

### Decision Register

This register notes the status of proposed changes to the project and the impact on Project Schedule, Scope and Budget.

Date Added	ID No.	Description of Change	Changes to the Project	Impacts	Endorsed By	Endorsement Date	Status	Comment
	1							
	2							
	3							
	4							
	5							
	6							
	7							

### Lessons Learned

To record any lessons learned during the life of the project to assist with the closure and lessons learned process. Use if required

Entry Date	ID No.	Lesson	Related to (Schedule, Stakeholder, Budget, Deliverables)	Recommendation
	1			
	2			
	3			
	4			
	5			
	6			
	7			

### Attachment K | Community Engagement Plan (Project Planning)

COMMUNITY ENGAGEMENT PLAN		Project Management Framework City of Vincent			
Project Name	Project Lead		Engagement level (IAP2)		
Project in a nutshell?			Important dates or milestones		
Communication and Engagement Objectives		Key stakeholders		Key risks and mitigations	
Communication/ consultation phases			Est timeframe (each phase)	IAP2 level (each phase)	Key messages (simple – to be further refined)
Phase 1 – Phase 2 -					•
Description of communication and engagement tactics (What)	Target timeframe* (When)	Audiences / stakeholders (Who to)	Responsible (Who by)	Notes (How / Why / How much)	
Phase 1					
Phase 2					
Phase 3 – Closing the loop					
How will we measure success?			Proposed budget & cost code		
* Timeframes are suggested and may change - unless dates have a legislative requirement.					

## Attachment L | Project Reporting (Project Delivery)



### What you need to do?

Project status updates have been transitioned to a digital format to make the reporting process easier, and to use the same information in multiple reports.

#### Each month you will need to:

- Open the email from the PMO
- Click on and update your project by the due date
- Save your project update and make sure that your Manager knows what your status update is

Status Reports go to EMC and then to Council, so you only have to report once!

Alerts also go to Marketing and the PMO when you identify an upcoming engagement activity or that a project needs to change.

It shouldn't take more than 5-10 minutes to complete a status update

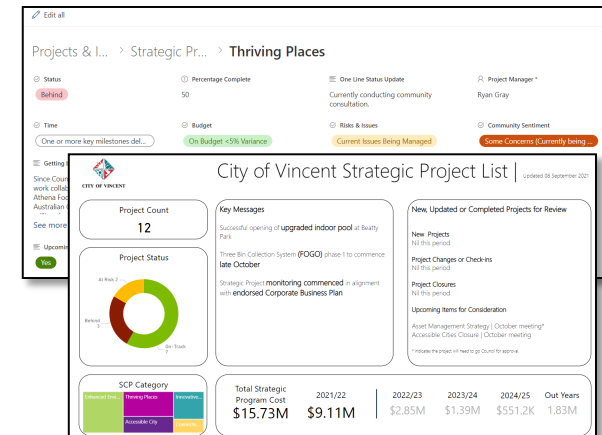
#### Links to Digital Reports and Status Updates

- [EMC and Council Reports](#)
- [Portfolio Source of Truth](#)
- [Example Status Report](#)
- [How to complete your status update video](#)
- [Project Check-in](#)

### Guidelines

Remember to:

- Be concise and follow the instructions online and the instruction video
- Be accurate
- Call out issues or if changes need to occur as early as possible
- Don't duplicate! If you are asked for another report on the same information direct the requestor to your status update
- Make sure your Manager knows what you are reporting
- Get your monthly report in by the due date





## Attachment M | Project Changes (Project Delivery)



When you need to submit a change request?	What if I need to approve a variance now that meets the change request criteria?
<p>You need to submit a change request when:</p> <ul style="list-style-type: none"> <li>• <b><i>There is a change to scope that impacts the Must Haves and/or Should Haves.</i></b></li> <li>• <b><i>The project will be delayed by more than 20% or two months whichever is the earlier.</i></b></li> <li>• <b><i>The project will not be delivered within budget.</i></b></li> </ul> <p>Change Requests will need to be approved by your Manager and EMC/Project Board.</p> <p>Change Requests that <b>impact or change a resolution of Council will need to go to Council</b> for approval.</p> <p>You need to alert key stakeholders as soon as you know that a project change is required.</p> <p>Change Requests will be able to be sent electronically, and if the project dates and budget are to change it is expected that an updated project plan and expenditure phasing is attached to your change request. Once approved, the impacts of the change need to be communicated to all impacted stakeholders.</p> <p>Turnaround time - 3-5 business days unless it must go to Council.</p>	<p>Sometimes a change or variance needs to be fast-tracked or approved now. Examples of where a variance needs to be approved immediately are below:</p> <ul style="list-style-type: none"> <li>• Work needs to be done urgently to ensure immediate safety of staff or community</li> <li>• Not actioning a variance now will result in incurring a significant delay and impact to community amenity (i.e., road could be resealed today with variance but if not would result in road being closed an additional week)</li> <li>• Significant cost impact from having to do the work at another time</li> </ul> <p>In these instances, the following process should be followed:</p> <ul style="list-style-type: none"> <li>• Executive Director or CEO approves for the change (verbally and via email if urgent) and then emails follow up approval to all within governance structure, cc' PMO</li> <li>• Note the variance in the monthly status report and archive email in central project repository</li> <li>• Retrospectively lodge a change request if the change meets the change criteria</li> </ul> <p><a href="#">Change Request</a></p>

## Attachment N | [Project Closure](#) (Project Closure)



### How do I close my Project?

**Congratulations!** You have completed the project.

To formally close the project and document the lessons learned from the experience please review and complete the [Project Closure and Lessons Learned](#) template.

#### Appendix A – Closeout Checklist

	Task	Complete	Date	Comment
1	Project deliverables accepted		DD/MM/YYYY	
2	Closure Report approved and endorsed by governing body	Yes/No	DD/MM/YYYY	Please attach approval evidence
3	All support change management and engagement tasks complete	Yes/No	DD/MM/YYYY	
4	Benefits Realisation plan in place	Yes/No	DD/MM/YYYY	Please attach
5	Closure Report approved and endorsed by Sponsor	Yes/No	DD/MM/YYYY	Please attach approval evidence
6	Closure Report approved and endorsed by Client/Customer	Yes/No	DD/MM/YYYY	Please attach approval evidence
7	Closure Report approved and endorsed by Accountable Manager	Yes/No	DD/MM/YYYY	Please attach approval evidence
8	Actual budget spend on Slide 3 confirmed by Finance Team	Yes/No	DD/MM/YYYY	
9	Outstanding tasks Identified and documented	Yes/No	DD/MM/YYYY	
10	Risks and issues closed or transferred	Yes/No	DD/MM/YYYY	
11	Process in place to manage any outstanding risks, issues or tasks (and appropriate handover as required)	Yes/No	DD/MM/YYYY	
12	Lessons Learned Workshop undertaken	Yes/No	DD/MM/YYYY	
13	Procurement activities finalised and Procurement Team informed	Yes/No	DD/MM/YYYY	
14	Project Team released to undertake other work	Yes/No	DD/MM/YYYY	
15	Project Management Office and Comm Team informed of project closure	Yes/No	DD/MM/YYYY	
16	Internal and external stakeholders advised of project closure	Yes/No	DD/MM/YYYY	
17	Internet and Intranet sites updated accordingly	Yes/No	DD/MM/YYYY	
18	Content Manager (CM9) reference to project information	Yes/No	DD/MM/YYYY	File reference number:

**5.3 REVIEW OF PURCHASING POLICY - PROCUREMENT**

- Attachments:
1. Review of Purchasing Policy [↓](#) 
  2. Purchasing Threshold Analysis [↓](#) 

**RECOMMENDATION:**

That Audit Committee Members note the information in the Purchasing Threshold Analysis Attachment.

At 4:55 pm, Mr George Araj left the meeting.

**COMMITTEE DECISION ITEM 5.3**

**Moved: Cr Gontaszewski, Seconded: Mr Goy**

That the recommendation be adopted.

**CARRIED (4-0)**

**For:** Cr Gontaszewski, Cr Alexander, Cr Ioppolo and Mr Goy

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**(Mr Araj was absent from the Council Chamber and did not vote.)**





NOTE: Audit Committee members requested that the next report includes the procurement method and comparison with our peer Councils, noting the difference between open market vs pre-qualified suppliers, and what would the risks of change have on the comparison.

At 4.59pm the Coordinator Procurement and Contracts left the meeting and did not return.

## POLICY PAPER AGENDA

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**1.2 REVIEW OF PURCHASING POLICY**

**TRIM Ref:** D22/192488  
**Author:** Jeremy Chalmers, Procurement and Contracts Officer  
**Authoriser:** David MacLennan, Chief Executive Officer  
**Attachments:** 1. Council Threshold Data    
 2. Proposed Purchasing Thresholds  

**BACKGROUND:**

The City of Vincent [Purchasing Policy](#) (the Policy) was first developed and adopted by Council in 2007. The Policy was originally established to ensure that the City of Vincent's (the City) procurement practices and processes were compliant with relevant legislation, to ensure consistency across all operational areas for purchasing activities and to deliver a best practice approach for all City procurements.

The Policy has been reviewed and amended, as required, every five years. The Policy was last reviewed and adopted by Council on 17 November 2020 in response to the mandatory tender threshold increase from \$150,000 to \$250,000 due to the impact of COVID-19. A further change included amending the required number of quotations for pre-qualified suppliers for the first two thresholds.

Although the next scheduled review of the Purchasing Policy is not until 2024, a recent review of the City's procurement practices have identified key areas for improvement including:

- strengthening the alignment with the City's Strategic Community Plan Priorities and Purchasing Principles; and
- improving productivity and administrative efficiencies for low value, low risk purchases.

**DETAILS:**

The elements set out in clause 1.3 of the Policy Development and Review Policy have been considered as set out below.

The proposed amendments to the Purchasing Policy are as follows:

1. Amending the purchasing thresholds and the required number of quotations for preferred supplier panels.
2. Separating and amending the Aboriginal and Torres Strait Islander and Disability Enterprise principles.
3. Amending the procurement exemptions.

**1. Purchasing Thresholds**

The City's purchasing thresholds have been in place since the inception of the Purchasing Policy. The thresholds have not been updated to reflect the rising cost of goods and services, best practice procurement or the opportunity to improve the productivity and efficiency of staff for low value, low risk purchases.

The City is undertaking an increasing number of procurements each year and the thresholds should be updated to reflect the current financial climate, assist the City to reduce red tape, provide an opportunity to improve the productivity and efficiency of staff for low value and low risk purchases and to ensure that the City's purchasing process is efficient, effective and economical.

Further to amending the purchasing thresholds it is recommended that the required number of quotations for pre-qualified suppliers (i.e. WALGA Panel of Preferred Suppliers and the WA Government's Common Use Arrangements (CUA)) be reduced for low value low risk purchases.

Pre-qualified suppliers have already been assessed for value-for-money, insurances, bespoke and robust contract conditions and organisational and financial capability, therefore a more direct approach with these suppliers should be encouraged.

## POLICY PAPER AGENDA

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The reasons for amending the threshold levels are as follows:

- **Optimise operational productivity for low value, low risk procurements** – The current threshold level for direct purchase is very low as it requires officers to seek multiple written quotes for spend over \$200. Analysis revealed that these low value purchases are abundantly for time-critical requirements such as hardware for repairs, equipment, maintenance of parts or printing, stationery and even catering. The requirement for seeking two written quotes ends up costing the City time and therefore money whilst delivering no value, coupled with the delays creating bottlenecks and risks in not being able to deliver the required goods or services on time. An audit conducted on the \$200 - \$2,000 threshold revealed that the majority of purchases were low risk and ranging from hardware, stationary orders, printing costs to catering, training courses and subscriptions.
- **Ability to easily engage Aboriginal and Torres Strait Islander businesses, Disability businesses and local suppliers** – Raising the first threshold level to \$2,000 will make it easier for staff to directly engage Aboriginal and Torres Strait Islander consultants/speakers, Disability speakers and local suppliers for low value low risk goods or services without having to go through a competitive or exemption process.

Having the ability and freedom to directly engage Aboriginal and Torres Strait Islander businesses for low value low risk purchases will contribute towards the City's Innovate Reconciliation Action Plan 2022 – 2024 Action and Deliverable 13 *Increase Aboriginal and Torres Strait Islander supplier diversity within our organisation to support improved economic and social outcomes - Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses*. In 2021 -2022 there were 96 payments made to an Aboriginal and / or Torres Strait Islander business. 75% of these payments were up to \$2,000 (excl GST) with 89% of those payments requiring a competitive (i.e. multiple quotes) process.

- **Consistent threshold levels across local governments** – The Procurement and Contracts Team conducted a review of threshold levels across 13 metropolitan and regional local governments (see Appendix 1 - Council Threshold Data). The City is the only local government that has a threshold level below \$1,000. The threshold levels that are being recommended below align with other local governments particularly for the first threshold, and with WALGA's procurement governance advice on threshold levels. The breakdown of data for the first threshold level is as follows:
  - Three local governments had \$0 - \$1,000
  - Four local governments had \$0 - \$2,000
  - One local government had \$0 – \$3,000
  - Four local governments had \$0 - \$5,000

Further to this, WALGA's Purchasing Policy Guide has a recommended first threshold level of up to \$5,000 requiring one verbal quotation.

#### Recommended threshold update:

The attached document (see Appendix 2 - Proposed Purchasing Thresholds) outlines the current threshold levels in the City's Purchasing Policy (blue) and the recommended threshold levels (green) with further reasoning included. It should be noted that there is no recommended change to the legislatively regulated Over \$250,000 threshold level. It should also be noted that for any purchase by The City, including a "Direct purchase", requires officers to raise a requisition that then escalates by way of the delegation of authority, for review and approval by the authorised delegate before the purchase can proceed.

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Current Threshold	Current Purchasing Requirements – Open Market	Current Purchasing Requirements – Prequalified Suppliers	Recommended Threshold	Recommended Purchasing Requirements – Open market	Recommended Purchasing Requirements – Prequalified Suppliers
Up to \$200	Direct purchase	Direct purchase	Up to \$2,000	Direct purchase	Direct purchase
Over \$200 and up to \$5,000	Two (2) written quotations	Two (2) written quotations	Remove threshold	N/A	N/A
Over \$5,000 and up to \$20,000	Two (2) written quotations	Two (2) written quotations	Over \$2,000 and up to \$20,000	Two (2) written quotations	Direct purchase
Over \$20,000 and up to \$50,000	Three (3) written quotations	Two (2) written quotations	Over \$20,000 and up to \$100,000	Three (3) written quotations	Two (2) written quotations
Over \$50,000 and up to \$250,000	Three (3) written quotations	Three (3) written quotations	Over \$100,000 and up to \$250,000	Three (3) written quotations through a formal Request for Quotation process – contract required	Three (3) written quotations through a formal Request for Quotation process – contract required
Over \$250,000	Public tender – contract required	Three (3) written quotations	Over \$250,000	Public tender – contract required.	Public tender – contract required

**Reducing the required number of quotes for prequalified suppliers:**

In 2020 the City amended the Purchasing Policy to reflect the increase of the mandatory tender threshold from \$150,000 to \$250,000 due to the impact of COVID-19. Additional to this amendment it was decided to raise the required number of quotations for prequalified suppliers (i.e. WALGA and WA State Government Common Use Arrangements) from direct purchase to two (2) quotations for the \$201 - \$5,000 threshold and \$5,000 - \$20,000 threshold. The reasoning behind this decision was that it was thought this would ensure that staff were receiving the best offer from the panel of prequalified suppliers.

The increase to the required number of quotations has been trialled for the past two years and in practice, it has been found to add no value while effectively doubling the amount of time and work required by staff to purchase from these panels. A comprehensive assessment is undertaken on all suppliers to qualify for inclusion on the panels of prequalified suppliers with WALGA and the WA Governments CUA. This assessment includes:

- value for money by ensuring the supplier is providing the best rates or price available for the services provided;
- that the supplier has the organisational capacity and capability to undertake the services;
- that the supplier is financially stable and capable of undertaking the services.

A lower price outside of these panels does not mean better value, as with all purchasing, there is a trade-off with risk, quality, insurances and other contractual protections, all of which are vetted and provided through prequalified suppliers, combined with competitive pricing. It is therefore recommended that a more direct approach with these suppliers should be encouraged for the \$0 - \$2,000 and above \$2,000 and up to \$20,000 purchasing thresholds.

**Updating the Contract Management Framework requirement for formal contracts:**

The City's Contract Management Framework currently states that a formal contract must be in place for all purchases above \$50,000. It should be noted that for all purchases below this value, the City is still protected by the General Conditions of Contract for the Supply of Goods and Services Under a Purchase Order.

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The amendments to the Purchasing Thresholds proposed here, would raise the requirement for all purchases above \$100,000 to require a formal contract. Along with better aligning risk and value with the level Contract Management required, this proposed amendment also aligns with the new local government reforms relating to greater transparency and accountability to list all contracts or procurements with a value of over \$100,000 in a publicly available Contract Register. In accordance with current requirements, the City lists all contracts with a value over \$250,000 on a publicly available register.

Administration conducted an analysis of the \$50,000 - \$100,000 threshold data over the past financial year to determine the volume, value and type of purchases that would instead be managed by the City's Purchase Order terms and obligations, rather a more formal contract and the more complex Contract Management Framework approach designed to address higher risk or higher spend engagements. The data revealed that there were 33 purchases made totalling \$2.35 million in this threshold. Out of those 33 purchases, 18 (totalling \$1.2 million) were made under a request for tender or exemption process which already results in a contract. This means that 54.5% of purchases would not be affected by amending the threshold for a contractual requirement as the total value of the procurement was above \$250,000 and contracted anyway.

The remaining 15 purchases (totalling \$1.09 million) were made under a request for quotation process. The types of purchases included one off cleaning, turf maintenance, supply and installation of lights by Western Power, IT equipment and consultancy services. The purchases were identified as low risk and could be safely and efficiently managed through the City's General Conditions of Contract for the Supply of Goods and Services Under a Purchase Order.

**2. Separating and amending the Aboriginal and Torres Strait Islander Businesses and Disability Enterprise Principle**

The current Purchasing Policy combines the Aboriginal and Torres Strait Islander principle and the Disability Enterprises principle under the one heading. It is recommended that the two principles are separated to reflect the differences and importance of these two areas and emphasise the City's commitment on supporting both the Aboriginal and Torres Strait Islander community and the Disability community.

**Amending Aboriginal and Torres Strait Islander Principle** – To ensure that all local Aboriginal and Torres Strait Islander businesses are supported it is recommended that the Principle is updated to the following:

*The City of Vincent's reconciliation vision is one where Aboriginal and non-Aboriginal people walk alongside each other in respectful and meaningful partnership, celebrating Noongar culture and tradition. To help achieve this vision, the City is committed to ensuring that all Aboriginal and Torres Strait Islander businesses have full, fair, and reasonable access to procurement opportunities. To achieve better outcomes in attracting, supporting, and procuring Aboriginal and Torres Strait Islander businesses and to increase contracting opportunities, therefore supporting employment and business opportunities for the Aboriginal community, the City will endeavour to procure goods and/or services from Aboriginal and Torres Strait Islander businesses.*

The above wording is reflective of the Vision in the City's Innovate Reconciliation Action Plan.

**Amending Disability Enterprise Principle** – To align the City's Purchasing Policy with the City's Disability Action and Inclusion Plan (DAIP) it is recommended to amend the Disability principle to the following:

*The City of Vincent is committed to working toward equity for all community members including people with disability, their family members and carers. The City values diversity and believes that supporting participation and inclusion for all makes a stronger, more vibrant community. In recognition of the potential for procurement processes to assist in supporting this vision, the City, where practicable, will endeavour to procure goods and/or services from Disability Enterprises and Disability-Owned or run businesses. Such businesses include Charities and Not for Profits whose core business is providing services for people with a Disability.*

The above wording is reflective of the Vision in the City's DAIP 2017 – 2022.

**POLICY PAPER AGENDA****28 OCTOBER 2022****3. Procurement Exemptions**

The City's current procurement exemptions listed in the Purchasing Policy are compliant with the exemptions listed in the Local Government (Functions and General) Regulations 1996. However, the list of exemptions does not account for several purchasing requirements that do not require multiple quotes. Administration has identified the below list of goods and services which do not require a competitive quotation process for the following purchases on the occasion the value does not exceed \$250,000 ex GST. The list is consistent with other Councils and it is important to include them in the exemptions so the City has a clear process on how to purchase these goods / services:

- Subscriptions;
- Association and Professional memberships;
- Conferences, seminars and training programs;
- Government Gazette advertising (regulatory requirement – Local Government Act Section 3.12);
- Government rates;
- Non-contestable utility services;
- Banking fees and costs;
- Insurance premiums with LGISWA;
- Proprietary consumables, parts and maintenance for existing equipment where there is no substitute or warranty is voided if a substitute is used.
- Proprietary software license renewals (including support and maintenance), where the software continues to meet the needs and budget of the City, and there would be a migration and implementation cost to change software.

It should further be noted that the exemptions in the Purchasing Policy apply to all purchasing thresholds, excluding over \$250,000 ex GST.

**Requirement for a documented City position (including community need or legislative requirement):**

It is a requirement under Regulation 11A of the Local Government (Functions and General) Regulations 1996, that a local government prepare, adopt and implement a purchasing policy.

**How the objectives align with the SCP:**

The policy objectives, as set out above align with the City's Strategic Community Plan 2018-2028 as follows:

Innovative and Accountable

*Our community is aware of what we are doing and how we are meeting our goals*

*We are open and accountable to an engaged community*

**Proposed level of community engagement required:**

Following Elected Member review, the Policy is to be presented to an upcoming Ordinary Meeting of Council for the purpose of advertising.

In accordance with the City's [Community and Stakeholder Engagement Policy](#), public notice of all new and significantly amended policies must be provided for a period exceeding 21 days in the following ways:

- notice published on the City's website;
- notice posted to the City's social media;
- notice published in the local newspapers;
- notice exhibited on the notice board at the City's Administration and Library and Local History Centre; and
- letters distributed to relevant local businesses and community groups.

If approved, advertising of the draft Policy will be undertaken accordingly. Following consultation, the revised Policy will be presented to Council for adoption.



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**POLICY PAPER AGENDA****28 OCTOBER 2022****An evaluation of the effectiveness of the existing policy**

The Policy review to date has found that the current purchasing thresholds and purchasing requirements do not reflect the current financial climate and are restricting the City from efficiently and effectively procuring general goods and services. The thresholds also restrict the City from purchasing low value low risk goods / services from local suppliers, Aboriginal and Torres Strait Islander businesses and disability businesses.

The principles in the Policy regarding Aboriginal and Torres Strait Islander business and disability enterprises do not reflect the City's Innovate Reconciliation Action Plan 2022 – 2024 or the City's Disability Action and Inclusion Plan 2017 – 2022.

**An assessment of where the policy document sits within the local government decision making hierarchy:**

The Policy is created pursuant to the Local Government (Functions and General) Regulations 1996. It applies to all purchases across all City Directorates and falls within the scope of a policy as its purpose is to be a "mandatory rule or principle which is required to provide clear direction to Administration on the day to day management of the City."

**The proposed review timeframe and expiry period, if applicable:**

The policy would be reviewed every four years or more frequently if changes to strategic objectives or industry standards occur, in accordance with the Policy Development and Review Policy.

**Financial impacts of policy:**

While the preparation of the Policy would have no financial impact, the advertising would be subject to costs with consultation requirements covered by operational budgets.

**COMMENT:**

The proposed changes are considered to enhance the existing Policy and ensure that it reflects the current financial climate, provide an opportunity to improve the productivity and efficiency of staff for low value and low risk purchases, ensure that the City's purchasing process is efficient, effective and economical and ensure that it aligns with the City's RAP and DAIP, includes well substantiated justification for cash-in-lieu collection and expenditure. The amendments aim to improve the Policy's application and ultimately will result in improved purchasing process and outcomes.

**DISCUSSION POINTS:**

- Amendments to the Purchasing Thresholds
- Amendments to the Purchasing Requirements for Prequalified Suppliers
- Amendments to the Aboriginal and Torres Strait Islander Principle
- Amendments to the Disability Enterprise Principle
- Amendments to the Procurement Exemptions

**ANTICIPATED OUTCOME:**

To seek questions and comments from Elected Members on the outcome of the policy review and proposed amendments/development.

Please forward questions and comments to Jeremy Chalmers, Coordinator Procurement and Contracts at [Jeremy.chalmers@vincent.wa.gov.au](mailto:Jeremy.chalmers@vincent.wa.gov.au) by 4 December 2022.

The draft policy is proposed to be presented to Council at its February 2023 for approval to advertise.

Local Government Threshold Levels				
	Council	Thresholds	No. of Quotes	Type of Quote
1	City of Swan	\$0 - \$4,999	1	verbal
		\$5,000 - \$49,999	2	written
		\$50,000 - \$249,999	3	written
		\$250,000	Public	
2	City of Belmont	\$0 - \$5,000	0	
		\$5,001 - \$15,000	2	verbal
		\$15,001 - \$25,000	2	written
		\$25,001 - \$50,000	3	written
		\$50,001 - \$249,999	3	written
		\$250,000	Public	
3	City of Stirling	\$0 - \$2,000	1	verbal
		\$2,001 - \$10,000	1	written
		\$10,001 - \$50,000	2	written
		\$50,001 - \$250,000	3	written
		\$250,000	Public	
4	City of Fremantle	\$0 - \$2,999	1	
		\$3,000 - \$19,999	3	verbal
		\$20,000 - \$49,999	3	written
		\$50,000 - \$99,999	3	
		\$100,000	Public	
5	City of Perth	\$0 - \$5,000	1	credit card
		\$5,001 - \$50,000	3	written
		\$50,001 - \$150,000	3	written
		\$150,001	Public	
6	Town of Victoria Park	\$0 - \$5,000	1	
		\$5,000 - \$50,000	3	written
		\$50,000 - \$250,000	3	written
		\$250,000	Public	
7	City of South Perth	\$0 - \$2,000	1	verbal
		\$2,001 - \$10,000	2	written
		\$10,001 - \$50,000	3	written
		\$50,001 - \$250,000	3	written
		\$250,000	Public	
8	Town of Cambridge	\$0 - \$2,500	1	verbal
		\$2,500 - \$4,999	2	verbal
		\$5,000 - \$10,000	3	verbal
		\$10,000 - \$19,999	2	written
		\$20,000 - \$49,999	3	written
		\$50,000 - \$249,999	3	written
		\$250,000	Public	

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9	Town of Claremont	\$0 - \$1,000	1	verbal
		\$1,001 - \$5,000	2	verbal
		\$5,001 - \$15,000	3	verbal
		\$15,001 - \$50,000	3	written
		\$50,001 - \$150,000	3	written
		\$150,000	Public	
10	City of Nedlands	\$0 - \$1,500	1	verbal
		\$1,501 - \$15,000	3	verbal
		\$15,001 - \$40,000	3	written
		\$40,001 - \$149,999	3	written
		\$150,000	Public	
11	Shire of Peppermint Grove	\$0 - \$1,000	2	verbal
		\$1,001 - \$19,999	3	verbal
		\$20,000 - \$49,999	3	written
		\$50,000 - \$149,999	3	written
		\$150,000	Public	
12	City of Rockingham	\$0 - \$999	1	verbal
		\$1,000 - \$4,999	2	verbal
		\$5,000 - \$19,999	2	written
		\$20,000 - \$49,999	3	written
		\$50,000 - \$99,999	3	written
		\$100,000	Public	
13	City of Kwinana	\$0 - \$2,000	1	verbal
		\$2,001 - \$10,000	1	written
		\$10,001 - \$20,000	2	written
		\$20,001 - \$100,000	3	written
		\$100,001 - \$250,000	3	written
		\$250,001	Public	

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PROPOSED PURCHASING THRESHOLDS

Current Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	
Up to \$200	<p>Purchase directly from the open market with zero quotations required.</p> <p>This purchasing method is suitable where the purchase is in a known market or is very low risk and where the cost of seeking quotes would be unreasonable on a cost to benefit analysis basis.</p>	<p>Purchase directly from:</p> <ul style="list-style-type: none"> <li>• an existing panel of pre-qualified supplier administered by the City; or</li> <li>• a pre-qualified supplier on the WALGA Preferred Supply Program or State Government CUA;</li> </ul> <p>with zero (0) quotations required</p>	
Recommended Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	Reasoning
Up to \$2,000	<p>Purchase directly from the open market with zero quotations required.</p> <p>This purchasing method is suitable where the purchase is in a known market or is very low risk and where the cost of seeking quotes would be unreasonable on a cost to benefit analysis basis.</p>	<p>Purchase directly from the below with zero quotations required from:</p> <ul style="list-style-type: none"> <li>• an existing panel of pre-qualified supplier administered by the City; or</li> <li>• a pre-qualified supplier on the WALGA Preferred Supply Program or State Government CUA;</li> </ul>	<p>\$200 is too low and creates unnecessary administration that costs the City time and money, whilst delivering no value and creating risks through delays.</p> <p>There was a total of 2,172 purchase orders raised over the last financial year with a value of \$200 to \$2,000. The majority of these purchases included:</p> <ul style="list-style-type: none"> <li>• 26% on small specialised maintenance works including maintenance of parts, City buildings (i.e. elevators) and parks</li> <li>• 15% on small hardware items required by the City's Depot</li> <li>• 12% on stationery items / supplies</li> </ul> <p>These purchases are considered low risk and should not require multiple quotes.</p>

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PROPOSED PURCHASING THRESHOLDS

Current Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	
Over \$200 and up to \$5,000	<p>Seek two written* quotations from the open market. Officers may use their general knowledge of the market, advertisements, in-store price comparisons, catalogues, supplier web sites and any other reasonable means to determine whether the purchase represents value for money.</p> <p>*Where a written quote is not feasible a written note of the verbal quotation is to be recorded.</p>	<p>Purchase directly from:</p> <ul style="list-style-type: none"> <li>- an existing panel of pre-qualified suppliers administered by the City; or</li> <li>- a pre-qualified supplier on the WALGA Preferred Supply Program or State Government CUA;</li> </ul> <p>requiring two written quotations. *Where written quotations are not feasible a written note of the verbal quotations is to be recorded.</p>	
Recommended Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	Reasoning
It is recommended to remove this threshold completely	N/A	N/A	This will be covered by the new over \$2,000 and up to \$20,000 threshold level below

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PROPOSED PURCHASING THRESHOLDS

Current Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	
Over \$5,000 and up to \$20,000	<p>Seek two (2) written quotations from the open market.</p> <p>Officers may use their general knowledge of the market, advertisements, in-store price comparisons, catalogues, supplier web sites and any other reasonable means to determine whether the purchase represents value for money.</p> <p>Different suppliers should be used from time to time to test value for money for regular purchases.</p>	<p>Purchase directly from:</p> <ul style="list-style-type: none"> <li>- an existing panel of pre-qualified supplier administered by the City; or</li> <li>- a pre-qualified supplier on the WALGA Preferred Supply Program or State Government CUA;</li> </ul> <p>requiring two written quotations.</p>	
Recommended Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	Reasoning
Over \$2,000 and up to \$20,000	<p>Seek two (2) written quotations from the open market.</p> <p>Officers may use their general knowledge of the market, advertisements, in-store price comparisons, catalogues, supplier web sites and any other reasonable means to determine whether the purchase represents value for money.</p> <p>Different suppliers should be used from time to time to test value for money for regular purchases.</p>	<p>Purchase directly from:</p> <ul style="list-style-type: none"> <li>- an existing panel of pre-qualified supplier administered by the City; or</li> <li>- a pre-qualified supplier on the WALGA Preferred Supply Program or State Government CUA;</li> </ul>	<p>Requiring the same number of quotes for pre-qualified suppliers versus open market creates unnecessary administration. Pre-qualified suppliers have already been assessed for value-for-money, insurances and organisational and financial capability, capacity and stability, therefore a more direct approach with these suppliers should be encouraged.</p>

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PROPOSED PURCHASING THRESHOLDS

Current Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	
Over \$20,000 and up to \$50,000	Seek three (3) written quotations from the open market including a brief outlining the specified requirement.	Seek two (2) written quotations including a brief outlining the specified requirement from either: <ul style="list-style-type: none"> <li>- an existing panel of pre-qualified supplier administered by the City; or</li> <li>- a pre-qualified supplier on the WALGA Preferred Supply Program or State Government CUA.</li> </ul>	
Recommended Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	Reasoning
Over \$20,000 and up to \$100,000	Seek three (3) written quotations from the open market including a brief outlining the specified requirement.	Seek two (2) written quotations including a brief outlining the specified requirement from either: <ul style="list-style-type: none"> <li>- an existing panel of pre-qualified supplier administered by the City; or</li> <li>- a pre-qualified supplier on the WALGA Preferred Supply Program or State Government CUA.</li> </ul>	Raising the top threshold limit to \$100,000 is consistent with the proposal to have all City purchases above this level under a contract (as outlined in the threshold below).  There were a total of 173 purchase orders raised over the last financial year with a value of \$20,000 to \$100,000. <ul style="list-style-type: none"> <li>• 42% of the PO's were raised under a contract arrangement due to the total value of the service being above \$100,000.</li> <li>• 41% were raised under a Request for Quotation process</li> <li>• 15% were exempt from the threshold</li> </ul>

POLICY PAPER AGENDA

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PROPOSED PURCHASING THRESHOLDS

Current Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	
Over \$50,000 and up to \$250,000	<p>Seek at least three (3) written quotations from the open market by formal invitation under a Request for Quotation (RFQ), containing pricing schedule and detailed specification of goods and services required.</p> <p>The procurement decision is to be based on pre- determined evaluation criteria that assesses all value for money considerations in accordance with the definition stated within this Policy</p>	<p>Seek three (3) written quotations from a pre- qualified panel of suppliers (whether administered by the City through the WALGA preferred supply program or State Government CUA). A formal Request for Quotation (i.e. City of Vincent template, WALGA Template or State Government CUA template) must be used.</p> <p>The procurement decision is to be based on pre-determined evaluation criteria that assesses all value for money considerations in accordance with the definition stated within this Policy</p>	
Recommended Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	Reasoning
Over \$100,000 and up to \$250,000	<p>Seek at least three (3) written quotations from the open market by formal invitation under a Request for Quotation (RFQ), containing pricing schedule and detailed specification of goods and services required.</p> <p>Contract required upon award of the RFQ.</p> <p>The procurement decision is to be based on pre- determined evaluation criteria that assesses all value for money considerations in accordance with the definition stated within this Policy, and a contract will result.</p>	<p>Seek three (3) written quotations from a pre- qualified panel of suppliers (whether administered by the City through the WALGA preferred supply program or State Government CUA).</p> <p>A formal Request for Quotation (i.e. City of Vincent template, WALGA Template or State Government CUA template) must be used.</p> <p>Contract required upon award of the RFQ.</p> <p>The procurement decision is to be based on pre-determined evaluation criteria that assesses all value for money considerations in accordance with the</p>	<p>This aligns with new local government regulations to be implemented, with a requirement to publicly list a contracts register over \$100,000.</p> <p>Due to its complex nature, a formal procurement approach needs to be heavily supported by procurement staff if compliance is to be achieved.</p> <p>Tasks/records required to be compliant:</p> <ul style="list-style-type: none"> <li>• Procurement Plan prepared, reviewed and approved;</li> <li>• Formal RFQ document with scope prepared;</li> <li>• Contract draft prepared;</li> <li>• Confidentiality and Conflict of Interest Declaration document prepared, signed and saved for all evaluation panel members;</li> </ul>



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PROPOSED PURCHASING THRESHOLDS

		<p>definition stated within this Policy, and a contract will result.</p>	<ul style="list-style-type: none"> <li>• Respondent questions addressed and responded to formally (addenda) and fairly (to all);</li> <li>• Evaluation Worksheet prepared;</li> <li>• Submissions received, saved and distributed to panel;</li> <li>• Evaluation meeting with all panel members, with detailed minutes taken;</li> <li>• Evaluation report prepared, reviewed and approved;</li> <li>• Successful/Unsuccessful letters prepared and issued;</li> <li>• Contract negotiated;</li> <li>• Contract register updated; and</li> <li>• Contract management set-up and tasks required.</li> </ul> <p><b>Statistics from 01/07/2021 - 30/06/2022</b></p> <ul style="list-style-type: none"> <li>• \$50,000 – was spent with 73 suppliers requiring formal approach. This equates to approximately six (6) formal procurement requests per month.</li> <li>• \$100,000 – was spent with 43 suppliers requiring formal approach. This equates to approximately 3 to 4 procurement requests per month.</li> </ul> <p>All of the above have varying degrees of complexity from basic goods purchases, to complex construction contracts.</p>
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POLICY PAPER AGENDA

28 OCTOBER 2022

PROPOSED PURCHASING THRESHOLDS

Current Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	
Over \$250,000	<p>Conduct a public Request for Tender process in accordance with Part 4 of the <i>Local Government (Functions and General) Regulations 1996</i>, this policy and the City's tender procedures.</p> <p><b>(Council Approval)</b></p>	<p>Where the purchase is expected to be over \$250,000:</p> <p>Obtain at least three written quotations from suppliers by formal invitation under a Request for Quotation (RFQ), containing price and detailed specification of goods and services required.</p> <p>The procurement decision is to be based on pre-determined evaluation criteria that assesses all value for money considerations in accordance with the definition stated within this Policy.</p>	
Recommended Purchase Value Threshold	Purchasing Requirement Open Market	Purchasing Requirement Pre-Qualified Suppliers	Reasoning
No changes recommended	No changes recommended	No changes recommended	N/A

**PROPOSED PURCHASING THRESHOLDS DATA FOR 1 JULY 2021 – 30 NOVEMBER 2022**

**BACKGROUND:**

On 6 December 2022 Audit Committee Members were sent the Review of Purchasing Policy report containing recommendations to amend the City’s current Purchasing Policy. One of the major recommendations was to amend the purchasing thresholds and threshold requirements.

The feedback received in relation to this report was a request for further details on the volumes (number / quantum value) of the various procurement levels

**DETAILS:**

In response to the request for further details Administration conducted an analysis on the amount, value and type of purchase orders raised for the period 1 July 2021 to 30 November 2022.

Over this period there were 8,594 purchase orders raised totalling an amount of \$55,301,402.48.

Each purchase order was allocated a category in relation to the type of purchase and sorted under a threshold based on its value.

The below table is an executive summary of the purchase orders raised.

Current Purchase Value Threshold	Purchasing Data
Up to \$200	<ul style="list-style-type: none"> <li>• Total of 1,372 Purchase Orders raised totalling \$174,253.</li> <li>• The majority of these purchases were for low risk procurements.</li> <li>• A breakdown of the purchasing data is below:                             <ul style="list-style-type: none"> <li>- 22% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$44,026</li> <li>- 22% of purchases were in relation to the acquiring depot hardware totalling an amount of \$40,197</li> <li>- 13% of purchases were in relation to stationery items totalling an amount of \$18,843</li> <li>- 12% of purchases were in relation to printing services including rates notices and events advertising totalling an amount of \$18,787</li> <li>- 7% of purchases were in relation to CoV staff uniform including PPE totalling an amount of \$15,973</li> </ul> </li> </ul>
Recommended Purchase Value Threshold	Purchasing Data
Up to \$2,000	<ul style="list-style-type: none"> <li>• Total of 5,255 Purchase Orders raised totalling \$3,199,405.</li> <li>• The majority of these purchases were again for low risk procurements.</li> <li>• A breakdown of the purchasing data is below:                             <ul style="list-style-type: none"> <li>- 29% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$1,088,022</li> <li>- 16% of purchases were in relation to acquiring depot hardware totalling an amount of \$508,451</li> <li>- 6% of purchases were in relation to stationery items totalling an amount of \$89,550</li> </ul> </li> </ul>

PROPOSED PURCHASING THRESHOLDS DATA FOR 1 JULY 2021 – 30 NOVEMBER 2022

	<ul style="list-style-type: none"> <li>- 6% of purchases were in relation to printing services including rates notices and events advertising totalling an amount of \$141,924</li> <li>- 5% of purchases were for consultancy fees including legal advice totalling an amount of \$203,199</li> </ul>
Current Purchase Value Threshold	Purchasing Data
Over \$200 and up to \$5,000	<ul style="list-style-type: none"> <li>• Total of 5,559 Purchase Orders raised totalling an amount of \$8,066,029.46.</li> <li>• Majority of purchases were for low risk procurements.</li> <li>• A breakdown of the purchasing data is below:                             <ul style="list-style-type: none"> <li>- 31% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$2,644,056</li> <li>- 16% of purchases were in relation to acquiring depot hardware totalling an amount of \$1,621,345</li> <li>- 7% of purchases were in relation to temporary staff totalling \$945,299</li> <li>- 6% of purchases were for consultancy fees including legal advice totalling an amount of \$412,222</li> <li>- 3% of purchases were in relation to printing services including rates notices and events advertising totalling an amount of \$168,369</li> </ul> </li> </ul>
Recommended Purchase Value Threshold	Purchasing Data
It is recommended to remove this threshold completely	N/A
Current Purchase Value Threshold	Purchasing Data
Over \$5,000 and up to \$20,000	<ul style="list-style-type: none"> <li>• Total of 1,299 Purchase Orders raised totalling \$13,944,928.</li> <li>• Majority of purchases were for low risk procurements.</li> <li>• A breakdown of the purchasing data is below:                             <ul style="list-style-type: none"> <li>- 38% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$2,644,056</li> <li>- 10% of purchases were in relation to acquiring depot hardware totalling an amount of \$5,328,907</li> <li>- 7% of purchases were ICT related totalling \$1,166,722</li> <li>- 7% of purchases were in relation to temporary staff totalling \$1,089,362</li> </ul> </li> </ul>

## PROPOSED PURCHASING THRESHOLDS DATA FOR 1 JULY 2021 – 30 NOVEMBER 2022

	<ul style="list-style-type: none"> <li>- 6% of purchases were for consultancy fees including legal advice totalling an amount of \$878,740</li> </ul>
<b>Recommended Purchase Value Threshold</b>	<b>Purchasing Data</b>
Over \$2,000 and up to \$20,000	<ul style="list-style-type: none"> <li>• Total of 2,976 Purchase Orders raised totalling \$18,986,066.</li> <li>• The majority of these purchase were for low risk services and items.</li> <li>• A breakdown of the purchasing data is below: <ul style="list-style-type: none"> <li>- 34% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$6,928,976</li> <li>- 16% of purchases were in relation to acquiring depot hardware totalling an amount of \$2,223,212</li> <li>- 16% of purchases were in relation to temporary staff totalling \$2,031,346</li> <li>- 5% of purchases were for consultancy fees including legal advice totalling an amount of \$1,088,528</li> <li>- 4% of purchases were in relation to the procurement of BPLC equipment including retail stock totalling \$996,535</li> </ul> </li> </ul>
<b>Current Purchase Value Threshold</b>	<b>Purchasing Data</b>
Over \$20,000 and up to \$50,000	<ul style="list-style-type: none"> <li>• Total of 220 Purchase Orders raised totalling \$6,879,962.</li> <li>• The vast majority of purchases were for general maintenance works (including parks maintenance and servicing of parts).</li> <li>• A breakdown of the purchasing data is below: <ul style="list-style-type: none"> <li>- 33% of purchases were for general maintenance works (including parks maintenance and servicing of parts) totalling \$2,203,060</li> <li>- 12% of purchases were for fleet related services (covered under the WA Government CUA Panel) totalling \$851,253</li> <li>- 10% of purchases were for traffic management services totalling \$809,935</li> <li>- 8% of purchases were for cleaning services totalling \$510,281</li> <li>- 7% of purchases were for consultancy fees including legal advice totalling an amount of \$599,571</li> </ul> </li> </ul>
<b>Recommended Purchase Value Threshold</b>	<b>Purchasing Data</b>
Over \$20,000 and up to \$100,000	<ul style="list-style-type: none"> <li>• Total of 283 Purchase Orders raised totalling \$11,069,459.</li> <li>• The majority of purchases were for maintenance costs including parks and the servicing of parts which were covered under a contract.</li> <li>• A breakdown of the purchasing data is below:</li> </ul>

## PROPOSED PURCHASING THRESHOLDS DATA FOR 1 JULY 2021 – 30 NOVEMBER 2022

	<ul style="list-style-type: none"> <li>- 36% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$6,928,976</li> <li>- 9% of purchases were for fleet related services (covered under the WA Government CUA Panel) totalling \$851,253</li> <li>- 8% of purchases were for traffic management services (covered under a contract) totalling \$1,035,662</li> <li>- 8% of purchases were for cleaning services totalling \$743,574</li> <li>- 7% of purchases were for consultancy fees including legal advice totalling \$937,365</li> </ul>
<b>Current Purchase Value Threshold</b>	<b>Purchasing Data</b>
Over \$50,000 and up to \$250,000	<ul style="list-style-type: none"> <li>• Total of 113 Purchase Orders raised totalling \$11,271,984.</li> <li>• The vast majority of purchases were again for maintenance costs including parks and the servicing of parts. All purchases were covered under a contract.</li> <li>• A breakdown of the purchasing data is below: <ul style="list-style-type: none"> <li>- 46% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$5,302,311</li> <li>- 8% of purchases were for waste related services including FOGO and recycling totalling \$1,022,059</li> <li>- 8% of purchases were ICT related totalling \$1,136,866</li> <li>- 8% of purchases were for consultancy fees including legal advice totalling \$792,647</li> <li>- 4% of purchases were in relation to parking services totalling \$466,849</li> </ul> </li> </ul>
<b>Recommended Purchase Value Threshold</b>	<b>Purchasing Data</b>
Over \$100,000 and up to \$250,000	<ul style="list-style-type: none"> <li>• Total of 50 Purchase Orders raised totalling \$7,082,487.</li> <li>• The vast majority of purchases were again for maintenance costs including parks and the servicing of parts. All purchases were covered under a contract.</li> <li>• A breakdown of the purchasing data is below: <ul style="list-style-type: none"> <li>- 46% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$3,383,812</li> <li>- 14% of purchases were for waste related services including FOGO and recycling totalling \$976,679</li> <li>- 12% of purchases were ICT related totalling \$811,097</li> <li>- 8% of purchases were for consultancy fees including legal advice totalling \$454,852</li> </ul> </li> </ul>

PROPOSED PURCHASING THRESHOLDS DATA FOR 1 JULY 2021 – 30 NOVEMBER 2022

	<ul style="list-style-type: none"> <li>- 4% of purchases were in relation to construction project costs totalling \$243,283</li> </ul>
<b>Current Purchase Value Threshold</b>	<b>Purchasing Data</b>
Over \$250,000	<ul style="list-style-type: none"> <li>• Total of 30 Purchase Orders raised totalling \$14,963,985</li> <li>• The vast majority of purchases were for waste services including FOGO implementation and ongoing services and recycling.</li> <li>• All purchases were covered under a contract.</li> <li>• A breakdown of the purchasing data is below:                             <ul style="list-style-type: none"> <li>- 53% of purchases were for waste related services including FOGO and recycling totalling \$8,940,620</li> <li>- 17% of purchases were in relation to construction project costs totalling \$2,678,429</li> <li>- 7% of purchases were in relation to the procurement of BPLC equipment including retail stock and gym equipment totalling \$910,667</li> <li>- 7% of purchases were in relation to state and local government fees and costs totalling \$824,349</li> <li>- 7% of purchases were in relation to general maintenance works (including parks maintenance and servicing of parts) totalling an amount of \$626,094</li> </ul> </li> </ul>
<b>Recommended Purchase Value Threshold</b>	<b>Purchasing Data</b>
No changes recommended	Same as above.

**5.9 REVIEW OF THE CITY'S AUDIT LOG**

- Attachments:
1. Audit Log as at 16 February 2023  
  2. Audit Log as at 16 February 2023 - Confidential

**RECOMMENDATION:**

That the Audit Committee recommends to Council that it:

1. NOTES the status of the City's Audit Log at Attachment 1; and
2. APPROVES proposed completion dates as specified at Attachment 1.

**COMMITTEE DECISION ITEM 5.9**

**Moved:** Cr Ioppolo, **Seconded:** Mr Goy

That the recommendation be adopted.

**CARRIED (5-0)**

**For:** Cr Gontaszewski, Cr Alexander, Cr Ioppolo, Mr Araj and Mr Goy

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

At 5:02 pm, Mr George Araj returned to the meeting.





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# AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>Stanton Reg 5 &amp; 17 Review</b></p> <p><b>EA:2020/12 (8) Manual Timesheet</b>  <b>Stanton Reg 5 &amp; 17 Review – Manual Timesheet</b></p> <p><b>Finding</b>                      The City uses manual timesheets, predominately for those employees who work in the depot and recreational leisure centre.</p> <p><b>Recommendation</b>                      The use of manual timesheets should be eliminated, it is worth noting that the City has already noted this as a finding within their own audit log.</p> <p><b>Recommendation</b></p> <p><b>Risk Rating (prior to controls)</b>                      Moderate</p> <p><b>Risk Rating (with current controls)</b>                      Minor</p> <p><b>Management Response</b>  <b>Responsible Officer:</b>                      Executive Manager Human Resources and Executive Manager Information and Communication Technology</p>	<p><b>Management Comment</b>  <i>The City requires a robust online time-sheeting system which is fit for purpose of a casual workforce (i.e. Beatty Park) that is flexible, easy to use and aligned to the relevant cost centres and employment.</i></p> <p><i>Administration has determined that Civica's online time-sheeting module will be suitable for the City. The module however can only be implemented once work orders are activated as part of the Chart of Accounts project scheduled for completion in July 2021. Online time-sheeting will have a mobile option as well. The scoping of this project will be requested to commence in March next year with implementation in December 2021.</i></p>	<p>December 2021</p>	<p>Partially completed: Beatty Park are now partially using mobile application for rostering and time-sheeting. Further rollout subject to Beatty Park change management resourcing.</p> <p>In progress: for Depot staff with mobile application AND job costing requirements for time-sheeting, two solutions are being reviewed:</p> <ol style="list-style-type: none"> <li>1. The City will help Civica test their new mobile time-sheeting (currently in development) in early 2022.</li> <li>2. A CRM-based approach where jobs are electronically work-flowed to staff who can then update and complete the job using a mobile application.</li> </ol>	<p><del>March 2022</del></p>
			<p><b>March 2022</b>                      No further progress. Resources have not been available to progress the Beatty Park roll-out; Civica have not completed their new mobile time-sheet. CRM project in early phases.</p>	<p><del>Estimated August 2022</del></p>
			<p><b>May 2022</b>                      No update.</p>	
			<p><b>July 2022</b>                      Ongoing HR team challenges have impacted attempts to resource this initiative. The HR/IT plan is now to:</p> <ol style="list-style-type: none"> <li>1. Prepare a change management plan in November &amp; December</li> <li>2. Implement in January &amp; February 2023</li> </ol>	<p><del>February 2023</del></p>
			<p><b>November 2022</b>                      In line with WA Government announcement (1st November 2022) that all WA Local Governments will transition to the State IR Legislation effective 1st January 2023, the City is now procuring a timesheet solution to meet legislative requirements. An electronic system will initially be rolled out to administrative staff, followed by transition of other teams using manual timesheets (Rangers, Depot field staff, Beatty Park). The City is aiming for go-live in January 2023.</p>	<p>January 2023</p>
			<p><b>February 2023</b>                      Go-live delayed while extensive testing continues to ensure smooth rollout to staff and future application to field-based staff. Final technical changes being made for late February 2023 release.</p>	<p>February 2023</p>



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>Office of the Auditor Financial Audit for 2021/22</b></p>				
<p>EA: 2022/12 (1) Fair value of Infrastructure Assets – Frequency of Valuations Office of the Auditor Financial Audit for 2021/22</p>	<p><b>Management Comment</b> Management performed a high-level review of the infrastructure asset carrying values as at 30 June 2022 to assess if these values were materially correct.</p>	<p>June 2023</p>		
<p><b>Finding</b> The City has performed an assessment to determine whether its infrastructure assets represent fair value.  Management performed a high-level desktop assessment of its infrastructure assets as a whole and not across each sub-category of the infrastructure asset class. This assessment relied on the City's internal assessment by management of the current market conditions. This review indicated there were no significant movement or impact on its infrastructure assets relevant to 30 June 2022.</p>	<p>The City did not conduct an external valuation of these assets during 2021-22 as in line with Regulation 17A(4)(b) of the Local Government (Financial Management) Regulations 1996, the 5-year detailed external valuation of infrastructure assets has been budgeted and due to be conducted in 2022-23. After the detail valuation has been performed in 2022-23, the City will be able to conduct more robust internal assessments moving forward.</p>			
<p><b>Rating: Significant</b></p>				
<p><b>Implication</b> Without a robust assessment of fair value of the City's Infrastructure Assets there is a risk that the fair value of infrastructure assets may not have been assessed adequately and in compliance with AASB 13 Fair Value Measurement, as well as Regulation 17A(4)(b) of the Local Government (Financial Management) Regulations 1996 (the Regulations).</p>	<p>Management notes the OAG's recommendation but does not agree with the rating of this finding as if no internal assessment of carrying values were performed, the rating would still be the same.</p>			
<p><b>Recommendation</b> The City should consider implementing as part of the preparation of financial statements a formal robust process to determine whether indicators exist annually, that would trigger a requirement to perform a formal revaluation of Infrastructure Assets. Where indicators exist a robust fair value assessment should be performed capturing the requirements of AASB 13 Fair Value Movements. This process is to ensure that the LG Entity's infrastructure assets are recorded at fair value in compliance with AASB 13 Fair Value Measurement and the Regulations.</p>				
<p>This may entail obtaining relevant input from an independent valuer as to whether or not they consider there are any prevailing market factors which may indicate that the fair value of relevant assets are likely to have been impacted to any significant / material extent from the prior year. Where a fair value assessment has been performed internally the LG entity may consider having this assessment peer reviewed by an independent valuer to obtain assurance over the valuation methodology applied, inputs and the reasonableness of the valuation model applied.</p>				



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (2) Year-end Reconciliations</b>  <b>Office of the Auditor Financial Audit for 2021/22</b></p> <p><b>Finding</b>                      During our audit, we noted the sundry creditors and infringement debtors' reconciliations prepared for the year ended 30 June 2022, are performed on a preliminary trial balance and were not reconciled to the balances in the financial statements. The preliminary trial balance is prior subsequent end of month adjustments.</p> <p>There were no subsequent reconciliations performed between the preliminary and the closing trial balance for the year. We did not identify any misstatements and errors in the reported sundry creditors and infringement debtors' balances.</p> <p>In addition, we found the municipal bank account reconciliation for the same period has included an inappropriate EFT payment processed on 23 June 2022 as a reconciling item, resulting in a \$260,559 overstatement of cash and cash equivalent and trade and other payables. A correction journal was posted by management.</p> <p>A similar finding was raised in 2020-21, with the 2020-21 management comment included below:</p> <div style="border: 1px solid black; padding: 5px;"> <p><b>Finding 2021</b>                          Bank reconciliations are a key control used to manage the accuracy and completeness of cash resources.</p> <p>We found the municipal bank account reconciliation for the period ended 30 June 2021 was not appropriately prepared and reviewed, which resulted in a \$2.17m understatement of cash and cash equivalents and trade payables. The correction journals were posted by management when this was identified through the audit process.</p> <p><b>Management comment 2021</b>  <i>Management will review the process and timing of the bank reconciliation to ensure balances are appropriately reconciled.</i></p> <p><b>Responsible person:</b> Executive Manager Financial Services  <b>Completion date:</b> 31 January 2022</p> </div> <p><b>Rating: Moderate (2021: Moderate)</b></p> <p><b>Implication</b>                      Reconciliations are a key process for ensuring financial data is completely and accurately reflected in the general ledger from which financial statements are derived. Inappropriately prepared reconciliations increase the risk of errors, omissions or fraud remaining undetected.</p> <p><b>Recommendation</b>                      Management should review the design of year-end reconciliation process for key account balances to ensure the balances are appropriately reconciled.</p>	<p><b>Management Comment</b></p> <p><i>Management has implemented and strengthened the reconciliation process and controls during 2021-22. The City will continue to improve the reconciliation workpapers to incorporate adjustments made after the preliminary trial balance and ensure these tie back to the final trial balance.</i></p>	<p>February 2023</p>	<p>Completed</p>	<p>February 2023</p>



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
Office of the Auditor General Information Systems Audit for 2021/22	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ol style="list-style-type: none"> <li><i>Domain administrator accounts have been reviewed: 12 are system accounts. 3 are staff accounts. 9 are contractors. 2 are now disabled. Changes are now being planned to reduce the permission levels of system and contractor accounts to their minimum requirements.</i></li> <li><i>City ICT officers require administrative access to the finance application. No ICT officer has a financial approval role. ICT officers will be provisioned new administrative accounts to mitigate any risk per the OAG finding.</i></li> <li><i>The City will be introducing Privileged Access Manager in 2023. This will be used to limit and control administrative sessions required by the application vendor.</i></li> </ol>	May 2023	February 2023	May 2023
<p>EA: 2022/12 (3) Privileged Access Management                      Office of the Auditor General Information Systems Audit for 2021/22</p> <p><b>Finding</b>                      We found there is no formal process in place for granting, revoking and reviewing privileged access to ICT systems. Our testing identified:</p> <ul style="list-style-type: none"> <li>A high number of domain administrator accounts (26) including 10 contractors.</li> <li>All City ICT officers (3) have been granted administrator access to the finance application. Additionally, these users do not use separate day-to-day accounts to perform their normal duties.</li> <li>The finance application vendor has ongoing full administrator access.</li> </ul> <p><b>Rating: Moderate</b></p> <p><b>Implication</b>                      Without appropriate management of privileged access there is an increased risk that unauthorised or unintentional modifications of information and financial systems will occur. This could impact the confidentiality, integrity, and availability of the City's information.</p> <p><b>Recommendation</b>                      The City should:</p> <ul style="list-style-type: none"> <li>develop a formal process for granting, revoking, and reviewing privileged access</li> <li>only assign high level privileges to individuals that require them to perform their role based on the principle of 'least privilege'</li> <li>enforce the use of separate accounts for administrator activities across all applications</li> <li>implement, where appropriate, just-in-time access controls for external vendors that need to access City's systems.</li> </ul>		December 2022	<ol style="list-style-type: none"> <li>Complete</li> <li>Admin accounts are now used for privileged access to Authority. Staff accounts do not have privileged roles.</li> <li>No further progress.</li> </ol>	



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (4) Finance And Payroll User Access Management</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Finding</b>                      We found that the City's user access management process for the finance and payroll application is not effective. We identified:</p> <ul style="list-style-type: none"> <li>17 terminated employees who still have access to the system. One of these employee's accounts was used to access finance and payroll system 2 weeks after their termination. We note that city has identified integrity issues with login date reporting that may have resulted in some of these exceptions and are working with its vendor to resolve the issue.</li> <li>Over 45 accounts that could did not belong to current employees.</li> <li>5 out of 12 sampled new employees on fixed term contracts did not have account end dates applied in the system.</li> <li>1 generic account without documented purpose that was created in 2012 but has never been used.</li> </ul> <p><b>Rating: Moderate</b></p> <p><b>Implication</b>                      There is an increased risk of unauthorised access if the accounts of individuals leaving the City are not disabled timely.</p> <p><b>Recommendation</b>                      To ensure only current and valid users are able to access the City's finance and payroll system, the user account management process should be improved. This process must ensure all user accounts are immediately removed or disabled upon termination of employment or when an individual's engagement with the City ceases.</p>	<p><b>Management Comment:</b></p> <ul style="list-style-type: none"> <li>Terminated and contract staff cannot access the finance and payroll systems without an active network account. Staff access can be managed exclusively via Active Directory. The one account logged as accessing the system after their termination date is in dispute. the City is waiting on further investigation from the application vendor.</li> <li>The City will continue to improve its processes in this space, in particular stronger electronic workflows between HR and ICT business teams for staff movements and terminations.</li> </ul>	<p>March 2023</p>	<p>February 2023</p> <ul style="list-style-type: none"> <li>On track</li> <li>Application vendor not able to provide further analysis of reporting anomaly.</li> <li>HR and ICT workflows being digitised (CRM project) for staff movements.</li> </ul>	<p>March 2023</p>

# AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (5) Email Authentication</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p>We found that the City’s email system is not adequately configured to ensure the authenticity of its messages. DomainKeys Identification (DKIM) and Domain-based Message Authentication Reporting and Conformance (DMARC) are not configured. In addition, the City’s Sender Policy Framework (SPF) record contains errors.</p> <p>We acknowledge that City has now addressed identified errors in their SPF record.</p> <p><b>Rating: Moderate</b></p> <p><b>Implication</b>                      Without email authentication controls, there is a risk of attackers impersonating the City’s email gaining access to its systems and information or damaging the reputation of the City.</p> <p><b>Recommendation</b>                      Based on adequate testing the City should implement DKIM and DMARC. The City should continue review their SPF record and correct identified errors.</p>	<p><b>Management Comment:</b>                      The City accepts this finding.</p> <ul style="list-style-type: none"> <li>• DKIM configuration has been corrected.</li> <li>• DMARC has been configured in reporting mode and will be moved to quarantine-mode subject to any reports requiring remedy.</li> <li>• All mail configurations will be reviewed.</li> </ul>	<p>December 2023</p>	<p>Completed</p> <p>DMARC now in Quarantine mode.</p>	<p>Completed</p> <p>January 2023</p>





# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (6) Human Resource Security – Staff Onboarding</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Finding</b>                      The City engages third-party contractors who perform privileged activities on the City's network and systems. We found that these third-party contractors sign an agreement with their organisation however, they do not sign an appropriate agreement with the City covering confidentiality/non-disclosure or the acceptable use of its IT assets. This agreement is used to confirm that individuals understand and accept the rules and their personal responsibilities when using the City's information systems and protecting confidentiality of information.</p> <p>In addition, there is no centralised record of individual contractors currently engaged by the City.</p> <p>Furthermore, we found that not all senior positions are required to undergo police or background checks.</p> <p><b>Rating: Moderate</b></p> <p><b>Implication</b>                      Without an appropriately signed agreement covering the acceptable use of IT, and confidentiality/non-disclosure for all third-party contractors accessing the City's information systems, there is an increased risk of inappropriate actions or misuse. This may impact the confidentiality, integrity, and availability of the City's information.</p> <p><b>Recommendation</b>                      The City should review its current process to ensure all relevant contracted individuals fully understand the rules and their personal responsibilities relating to the use of the City's information systems and confidentiality/non-disclosure. An appropriate statement should be signed by contractors to confirm they fully understand and agree to the IT acceptable use requirements and non-disclosure requirements. Suitable records of these signed statements must be maintained.</p> <p>The City should also establish a centralised register of all individual contractors engaged by the City.</p>	<p><b>Management Comment:</b>                      The City accepts this finding.</p> <ul style="list-style-type: none"> <li>• The City currently requires a 100 point identity check for all staff positions.</li> <li>• New processes will be introduced to:                             <ul style="list-style-type: none"> <li>○ Ensure contractors understand and agree to i) confidentiality/non-disclosure of City information and ii) acceptable use of City assets. This will include maintaining a register of acceptance from individual contractors</li> <li>○ Ensure senior positions are required to undergo police or background checks</li> </ul> </li> </ul>	<p>February 2023</p>	<p>HR are working towards the development of a Confidentiality/non-disclosure agreement ready for use by April 2023. A register of suppliers and their compliance will be maintained.</p>	<p>April 2023</p>



# AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (7) Human Resource Security – Disciplinary Process</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Finding</b>                      We found there is no documented process in place for disciplining staff or other relevant individuals who commit an information security breach.</p> <p>We acknowledge the City is in the early stages of reviewing their disciplinary process.</p> <p><b>Rating: Moderate</b></p> <p><b>Implication</b>                      Without a disciplinary process in place, there is a risk that information security breaches are not fairly managed and disincentivised.</p> <p><b>Recommendation</b>                      The City should establish a formal disciplinary process for staff or other relevant individuals who commit an information security breach.</p>	<p><b>Management Comment:</b>                      The City accepts this finding.</p> <ul style="list-style-type: none"> <li>Currently, the City advises staff via its Responsible Use of ICT Resources:  <i>Users are to abide by the City's Code of Conduct when using the City's ICT resources. Inappropriate use of IT Resources by users may lead to disciplinary action up to and including dismissal or legal action depending on the severity of the breach.</i></li> <li>The City will document a new process that provides clearer information to staff regarding inappropriate use and also how the City might assess severity.</li> </ul>	<p>March 2023</p>	<p>No further progress</p>	<p>March 2023</p>

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>EA: 2022/12 (8) Corporate Executive – Terms Of Reference Review</b>  <b>Office of the Auditor Information Systems Audit for 2021/22</b></p> <p><b>Finding</b>                      We found that <i>Terms of Reference</i> for Corporate Executive that provides direction and oversight of City's ICT has not been reviewed since November 2019.</p> <p><b>Rating: Minor</b></p> <p><b>Implication</b>                      Without an appropriately approved and up-to-date terms of reference, there is an increased risk that IT resources (e.g., finance, systems and people) will not be aligned to the business strategy and priorities.</p> <p><b>Recommendation</b>                      The City should review and update terms of reference to ensure direction and oversight of ICT is adequate.</p>	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ul style="list-style-type: none"> <li><i>The Terms of Reference will be reviewed and updated in light of the City's current use of ICT.</i></li> </ul>	<p>February 2023</p>		<p>April 2023</p>

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p>EA: 2022/12 (9) Remote Access Controls Office of the Auditor General Information Systems Audit for 2021/22</p> <p>This has been added to the confidential register.</p>		April 2023		

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>EA: 2022/12 (10) IT Asset Register</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Finding</b>                      We found that 6 of 32 servers were not recorded in the IT asset register.</p> <p>We were informed that a project to update the IT asset register to properly include server assets is planned.</p> <p><b>Rating: Minor</b></p> <p><b>Implication</b>                      Without an effective process to record IT assets there is an increased risk that IT assets will be lost or stolen. This may result in a financial loss and/or reputational damage for the City.</p> <p><b>Recommendation</b>                      Relevant information on IT assets should be accurately recorded and maintained in the IT asset register. Periodic audits of IT asset information against physical IT assets should be undertaken to ensure the information is accurate and up to date. Any anomalies with IT assets should be appropriately actioned.</p>	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ul style="list-style-type: none"> <li><i>All 6 servers have now been recorded in the IT asset register, noting that at time of audit: 1 of the servers is being decommissioned and 3 of the servers were still being configured for operational deployment.</i></li> </ul>	<p>November 2022</p>	<p>Completed</p>	<p>Completed</p>



# AUDIT LOG

<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>EA: 2022/12 (11) Information Security Policy Contents</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Finding</b>                      The City has implemented a new information security policy, but the following key information security areas are not covered:</p> <ul style="list-style-type: none"> <li>• System Audit Logging and Monitoring</li> <li>• Wireless Network Management</li> <li>• Connection of Unauthorised Devices.</li> </ul> <p>Furthermore, the following was identified around the management of Information Security Policies:</p> <ul style="list-style-type: none"> <li>• There is no formal process in place to review information security policies</li> <li>• There is no process in place to communicate changes to information security policies to staff.</li> </ul> <p>Additionally, we found that there is no Cyber Security Strategy in place at the City or is not part of the overall information security framework.</p> <p><b>Rating: Minor</b></p> <p><b>Implication</b>                      Without adequate policies and procedures, there is an increased risk that the City will not achieve its objectives for information security. Additionally, staff may not be aware of management expectations relating to security of information.</p> <p><b>Recommendation</b>                      The City should continue to work on the Information security policies to appropriately address all relevant areas of information security. Management should endorse the new policies and notify all employees and relevant stakeholders of updates. A Cyber Security Strategy should be developed or incorporated into the overall information security framework.</p>	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ul style="list-style-type: none"> <li>• <i>Policy gaps will be reviewed and addressed as part of ongoing policy improvement processes.</i></li> <li>• <i>Elements from the City's existing IT Security Policy will be separated into a new Cyber Security Strategy so as to give the latter heightened visibility.</i></li> </ul>	<p><b>February 2023</b></p>	<p>Partially closed. All policy gaps closed, however a separate Cyber Security policy has not yet been prepared.</p>	<p><b>April 2023</b></p>

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<b>ITEMS OUTSTANDING FROM PRIOR AUDITS</b>				
<i>EA: 2022/12 (12) Database Security</i> Office of the Auditor General Information Systems Audit for 2021/22  This has been added to the confidential register.				



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (13) Vulnerability Management</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      We reviewed vulnerability scans conducted by the City in July 2022 and found that of 158 devices discovered, 157 scans were performed without credential check, as a result not all vulnerabilities would be identified.</p> <p>We also performed vulnerability scans and identified:</p> <ul style="list-style-type: none"> <li>17 critical and 38 high severity vulnerabilities in total across 15 servers. 12 unique vulnerabilities have exploits available and patches released before 2018.</li> <li>7 critical and 11 high severity vulnerabilities in total across 3 sampled workstations. 9 unique vulnerabilities have patches released before 2018.</li> </ul> <p>These vulnerabilities are mostly due to unsupported versions and missing software updates for third-party product (Adobe, Java, Oracle).</p> <p>In addition, the City has not yet performed a penetration test, however, it is in the process to schedule this test.</p> <p>Furthermore, the City currently has 5 servers and 16 workstations with unsupported operating systems on the network. These include Windows Server 2003, Windows Server 2008 R2 Standard, Windows 10 Enterprise and Windows 10 Pro.</p> <p>We acknowledge that the City is conducting quarterly vulnerability scans and are working on resolving the configuration to enable effective identification of vulnerabilities. The City is still in the process of decommissioning Windows Server 2003 and 2008 servers.</p> <p><b>Finding 2021</b>                      The finding remains open as scans conducted as part of the audit identified:</p> <ul style="list-style-type: none"> <li>Unique 16 critical severity vulnerabilities which totals 48 across 15 servers</li> <li>Unique 56 high severity vulnerabilities which totals 152 across 15 servers</li> </ul> <p>These vulnerabilities relate to unsupported windows operating systems and vendor related vulnerabilities (i.e., Windows Server 2008, Oracle Java, Microsoft SQL Server).</p> <p>We acknowledge that the City has implemented vulnerability management process and are regularly conducting internal and external vulnerability assessments. We reviewed the internal vulnerability assessments completed in June 2021 and September 2021 and found that the majority of the workstations failed the scans due to misconfiguration, therefore not all vulnerabilities were detected.</p>	<p><b>Management Comment:</b></p> <ul style="list-style-type: none"> <li>The City accepts this finding, noting that it has made considerable effort to mature its processes in this space, however improvements still need to be made.</li> <li>The OAG finding includes servers that will soon be decommissioned.</li> <li>Quarterly vulnerability scans have been run since the previous OAG audit. Remediation actions have been prioritised accordingly. The process continues.</li> <li>A Group Policy change will be made to help improve the coverage of scans.</li> <li>An internal penetration test has been scheduled for early 2023.</li> </ul>	<p>May 2023</p>	<p>On track. Remediation actions in progress.</p>	<p>May 2023</p>

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>Rating: Moderate (2021: Moderate)</b></p> <p><b>Implication</b> Without having effective procedures for identifying, assessing, and addressing potential vulnerabilities within a timely manner, the system and/or data may not be adequately protected against potential threats. Failure to patch operating systems effectively and timely also exposes the City to similar threats. These vulnerabilities could be exploited and may result in unauthorised access to sensitive data or the loss of system operation.</p> <p><b>Recommendation</b> The City should continue to enhance its vulnerability management process and ensure software updates (patches) to fix known vulnerabilities, and operating system updates, are evaluated, tested and where appropriate, applied to systems within a timely manner.</p> <p>The City should increase the frequency of their vulnerability scans to align to their patching cycle, and errors reported in the scan should be reviewed and result to ensure their effectiveness.</p>				





# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (14) Classification Of Information</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      The finding remains open as the City has recently conducted an independent review of their information classification requirements and development of an information management system is in early stages.</p> <p><b>Finding 2020</b>                      We found that the City does not classify and secure information in terms of legal requirements, value, criticality and sensitivity of the information. A classification policy and guidelines are not in place to label and protect information based on its sensitivity.</p> <p><b>Rating: Moderate (2021: Moderate)</b></p> <p><b>Implication</b>                      Without protecting its information in line with its sensitivity, there is an increased risk that information will be misused. This could result in unauthorised access or disclosure of the City's information.</p> <p>Additionally, there is a risk that inappropriate levels of security will be applied to protect information that does not require it. This may result in wasted resources and increased costs.</p> <p><b>Recommendation</b>                      The City should continue to develop its information classification process to identify and assess the sensitivity and value of its information assets.</p>	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ul style="list-style-type: none"> <li><i>An independent review of the City's record-keeping and information classification requirements has been completed. A project to design and implement a solution that meets the modern needs of staff while also addressing these issues will commence in December 2023</i></li> </ul>	<p>June 2023</p>	<p>On track, currently being piloted by IT team. Classification in line with Federal standard and as being referenced by WA Government Information Classification Policy:</p> <ul style="list-style-type: none"> <li>• Unofficial</li> <li>• Official</li> <li>• Official - Sensitive</li> </ul>	<p>June 2023</p>

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>EA: 2022/12 (15) Finance And Payroll System Event Monitoring</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      This finding remains open as there is no process in place to manage the logging and monitoring of application.</p> <p><b>Finding 2020</b>                      We found that there are no formalised requirements for pro-active or regular review of event logs generated by key business application to identify unauthorised access or malicious activity.</p> <p><b>Rating: Moderate (2021: Moderate)</b></p> <p><b>Implication</b>                      Without effective pro-active monitoring of high-risk events, such as administration actions, there is an increased risk that any potential problems, trends, or ongoing attempts to compromise systems or data will not be detected.</p> <p><b>Recommendation</b>                      The City should continue to work towards an appropriate application event logging and monitoring process and capacity to report on inactivity and account creation dates.</p>	<p><b>Management Comment:</b>                      The City accepts this finding.</p> <ul style="list-style-type: none"> <li>• <i>New logging and monitoring processes will target:</i> <ul style="list-style-type: none"> <li>○ <i>Requestor/Approver separation for financial changes</i></li> <li>○ <i>Change of bank details</i></li> <li>○ <i>Unusual hours of activity</i></li> <li>○ <i>Unusual locations</i></li> <li>○ <i>Failed logins</i></li> <li>○ <i>Priv access activities – non-IT (CFO, HR) person to review</i></li> </ul> </li> </ul>	<p>February 2023</p>	<p>Behind schedule. Vendor consultant still being scheduled for support.</p>	<p><b>April 2023</b></p>



# AUDIT LOG

<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>EA: 2022/12 (16) Incident And Problem Management</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      The finding remains open as incident register is still in development. We acknowledge that the City's incident management plan is in place since February 2022.</p> <p><b>Finding 2021</b>                      The finding remains open as the City's incident and problem management procedure is in early adoption.</p> <p><b>Rating: Moderate (2021: Moderate)</b></p> <p><b>Implication</b>                      If IT incidents are not consistently managed, there is an increased risk that the City may not be able to manage or respond to incidents appropriately. Additionally, the City may not be able to evaluate and analyse the trends for continuous improvement and problem management. In addition, without effective IT problem management there is an increased risk that the City will not identify and appropriately address the root cause of reoccurring IT incidents. This may impact IT system and service availability and may potentially affect the City's business operations.</p> <p><b>Recommendation</b>                      The City should continue to work on the incident management processes to ensure all incidents are appropriately and consistently classified and recorded. Maintaining an incident register will give better understanding of events that affect the safety of IT environment.</p>	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ul style="list-style-type: none"> <li><i>The City's Incident Plan will be enhanced with an online Register. Registered items will receive review for improvement opportunities.</i></li> </ul>	<p>January 2023</p>	<p>Complete. Incident Register established and in use by IT team.</p>	<p><b>Completed</b>                      January 2023</p>



# AUDIT LOG

Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (17) Business Continuity Plan – Testing</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      This finding remains open, as the business continuity plan has not been tested during the audit period. Additionally, the business continuity plan does not have any approval details.</p> <p><b>Finding 2020</b>                      We found that appropriate tests of the business continuity plan (BCP) have not been undertaken. Due to the lack of testing, the effectiveness of the plans and the City’s ability to execute them is unknown.</p> <p><b>Rating: Moderate (2021: Moderate)</b></p> <p><b>Implication</b>                      Without appropriate testing of the BCP there is an increased risk that key business functions and processes may not operate as expected during a major incident. In addition, the key business functions may not be appropriately recover following a major incident. This is likely to impact business operations and the delivery of key services.</p> <p><b>Recommendation</b>                      The City should create a business continuity test schedule to ensure appropriate tests are regularly conducted to verify the effectiveness of the BCP. These tests should also verify that key staff are familiar with the plans and their specific roles and responsibilities in a disaster situation. The results of these tests should be recorded, and the relevant actions taken to improve the plan where necessary.</p>	<p><b>Management Comment:</b>                      The City accepts this finding.</p> <ul style="list-style-type: none"> <li>• The City notes that its technical capability to recover data or operate from a failover/recovery site is operational.</li> <li>• The City will review its BCP and workshop some scenarios for testing.</li> <li>• Two “playbooks” with Executive tabletop sessions have now been commissioned:                             <ul style="list-style-type: none"> <li>○ Data breach</li> <li>○ Ransomware</li> </ul> </li> </ul>	<p>March 2023</p>	<ul style="list-style-type: none"> <li>• BC failover site testing in February has identified several technical improvements to be made.</li> <li>• Scenarios and Playbooks delayed.</li> </ul>	<p>May 2023</p>

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>EA: 2022/12 (18) Information Risk Management</b>  <b>Office of the Auditor Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      The City has implemented a Risk Management Administration procedure. The finding remains open, as the City's risk registers does not adequately record all relevant information security risks that the City faces such as ransomware, data leakage, loss of equipment etc.</p> <p><b>Finding 2021</b>                      We found that the City's information Risk Assessment and Risk Treatment Methodology and Risk Treatment Plan are in draft.</p> <p><b>Rating: Minor (2021: Minor)</b></p> <p><b>Implication</b>                      Without an effective information risk management process business plans and objectives may fail if risks are not appropriately identified, assessed, and treated.</p> <p><b>Recommendation</b>                      The City should ensure that their Risk Management Administration procedure is formally approved and reviewed periodically.</p>	<p><b>Management Comment:</b>                      The City accepts this finding.</p> <ul style="list-style-type: none"> <li>Additional risks and treatment will be added to the ICT Risk Register.</li> </ul>	<p>January 2023</p>	<p><b>Completed</b></p>	<p><b>Completed</b>                       January 2023</p>

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>EA: 2022/12 (19) Human Resource Security – Cessation Process</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      We found that the City has implemented a process for confirmation of return of IT assets and informing exiting staff of their responsibilities for information security post-employment.</p> <p>The finding remains open as these controls were not in effect for majority of the audit period.</p> <p><b>Finding 2021</b>                      We found that the City does not have a fully effective process for employee termination. We found:</p> <ul style="list-style-type: none"> <li>confirmation of return of IT assets is not part of the termination checklist</li> <li>exiting staff are not informed of their responsibilities for information security post-employment.</li> </ul> <p><b>Rating: Minor (2021: Minor)</b></p> <p><b>Implication</b>                      Without ensuring the employee termination process is appropriately documented and followed, there is an increased risk of unauthorised access to the City's information and systems. The City may not be able to take further action in the event of an information breach. The City may also incur financial loss if relevant assets are not appropriately returned by individuals leaving the organisation.</p> <p><b>Recommendation</b>                      The City should continue to follow the newly implemented staff cessation process.</p>	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ul style="list-style-type: none"> <li><i>HR cessation processes were improved late in the audit period. These will be reviewed again against this updated Finding.</i></li> </ul>	<p>January 2023</p>	<p>The Employee Termination Form includes the Off-boarding Employee Asset Audit Form in which the Manager is required to confirm this has been completed. Detailed confidentiality clause to support employees responsibility for information security post-employment has been added to the Employee Termination Form.</p>	<p><b>Completed</b></p>

# AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>EA: 2022/12 (20) Data Centre Management</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      The finding remains open as the City still does not have an adequate process to manage data centre access. Our testing identified:</p> <ul style="list-style-type: none"> <li>• Third party/ Contractor access is not set to expire in line with their contract.</li> <li>• User access is not periodically reviewed to verify if their access is still appropriate</li> <li>• There was no humidity sensor in place to provide an early warning/detection if the room’s humidity exceeds maximum/minimum levels.</li> </ul> <p>We acknowledge that the City has enforced swipe card access and has recently implemented humidity controls as part of a broader data centre security upgrade that is in progress.</p> <p><b>Finding 2021</b>                      The finding remains open as the City does not have adequate policies or documented procedures defining responsibility for managing the primary data centre and access management processes.</p> <p>We found that the swipe card reader for primary data centre is not functional and there is no logbook to record access to the data centre.</p> <p>Additionally, we also found non-IT related hardware located in the data centre.</p> <p><b>Rating: Minor (2021: Minor)</b></p> <p><b>Implication</b>                      Without adequate protection against various physical and environmental threats there is an increased risk of unauthorised access, damage, and theft to the City’s IT systems. This may impact the confidentiality, integrity, and availability of the City’s information.</p> <p><b>Recommendation</b>                      The City should:</p> <ul style="list-style-type: none"> <li>• develop appropriate data centre access management policies and procedures</li> <li>• perform regular access reviews and remove inappropriate users in a timely manner. Records of the reviews should be retained.</li> <li>• Appropriate environmental controls and alerts are in place.</li> </ul>	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ul style="list-style-type: none"> <li>• <i>The City’s current building security access system does not provide the functionality necessary to meet all recommendations. A new solution has been procured and is currently being implemented as a cross-team project with Rangers.</i></li> </ul>	<p>March 2023</p>	<p>In progress, however contractor-led project not expected to complete until May 2023</p>	<p><b>May 2023</b></p>

# AUDIT LOG



<i>Audit Details</i>	<i>Action</i>	<i>Approved Completion Date</i>	<i>Status</i>	<i>Proposed Completion Date</i>
<p><b>EA: 2022/12 (21) Unauthorised Device Connectivity</b>  <b>Office of the Auditor General Information Systems Audit for 2021/22</b></p> <p><b>Update 2022</b>                      The City has implemented controls to prevent unauthorised devices from connecting to some physical network ports. However, our testing found that 2 out of 3 sampled networks ports did not prevent an unauthorised device from connecting to the City's network.</p> <p><b>Finding 2020</b>                      We found that the City does not have adequate controls in place to restrict the use of unauthorised devices on their network.</p> <p><b>Rating: Minor (2021: Moderate)</b></p> <p><b>Implication</b>                      Without appropriate controls in place to restrict the use of unauthorised devices on the network, there is an increased risk that they could be used to attack internal systems.</p> <p>Additionally, unauthorised devices that connect to the network could result in the spread of malware to the City's network.</p> <p><b>Recommendation</b>                      The City should ensure that current controls extend to all physical network ports.</p>	<p><b>Management Comment:</b>  <i>The City accepts this finding.</i></p> <ul style="list-style-type: none"> <li><i>Controls are now in place. An audit of all physical network ports has now been undertaken to remedy issues raised during the OAG audit.</i></li> </ul>	<p>November 2022</p>	<p>Completed</p>	<p>Completed</p> <p>November 2022</p>



**5.8 AUDIT COMMITTEE - FORWARD AGENDA 2023**

**Attachments:** 1. **Audit Committee Forward Agenda 2023** [↓](#) 

**RECOMMENDATION:**

That the Audit Committee recommends to Council that it **NOTES** the Audit Committee Forward Agenda at Attachment 1.

**COMMITTEE DECISION ITEM 5.8**

**Moved:** Mr Araj, **Seconded:** Cr Gontaszewski

That the recommendation be adopted.

**CARRIED (5-0)**

**For:** Cr Gontaszewski, Cr Alexander, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**NOTE:** Audit Committee members requested that business continuity arrangements be added to the forward agenda

## Audit Committee Forward Agenda 2023

Standing Items	February (no meeting scheduled)	2 March 2023
<ul style="list-style-type: none"> <li>Review and update of Audit Committee Forward Agenda 2023</li> <li>Review status of pending action items from the last meeting</li> <li>Review audit log - internal &amp; external audit recommendations</li> <li>Review of the internal audit activities, progress against plan, and internal audit reports issued during the period</li> <li>Review of the City's Corporate Risk Register</li> <li>Review the status of any fraud investigation reports</li> <li>Briefing by CAE on performance audits or OAG reports carried out for the state government or other LGAs along with any action plans put in place by the City</li> </ul>		<ul style="list-style-type: none"> <li>Consideration of Audit Committee Forward Agenda 2023</li> <li>Fraud and Corruption Plan – Annual Review</li> <li>Local Government Statutory Compliance Audit Return 2022 – Annual Review</li> <li>Refresher by CAE on Local Government Act 1995 and key legislation impacting the City.</li> <li>Briefing by CEO on the City's Strategy, progress of key initiatives, and external events impacting the City (e.g., new regulation, macro-economic factors, etc.)</li> </ul> <p>Note: Reports and recommendations to <b>14 March 2023 OMC</b></p>
April (no meeting scheduled)	4 May 2023	29 June 2023
	<ul style="list-style-type: none"> <li>Training and professional development session determined by Committee Chair</li> <li>Review the Audit Committee Terms of Reference</li> <li>Review and recommend to the Council any changes to the proposed annual Internal Audit Plan (6 months prior to the initial review).</li> </ul> <p>Note: Reports and recommendations to <b>20 June 2023 OMC</b></p>	<ul style="list-style-type: none"> <li>Meet privately with the external auditor (OAG) without management present to discuss any matters deemed appropriate</li> <li>Entry Meeting - OAG</li> <li>Meet privately (without management present) with the CAE to discuss any matters deemed appropriate.</li> <li>Meet privately with the internal audit service provider every six months.</li> </ul> <p>Note: Reports and recommendations to <b>25 July 2023 OMC</b></p>
July (no meeting scheduled)	10 August 2023	September (no meeting scheduled)
	<ul style="list-style-type: none"> <li>Recommend to the Council the proposed annual Internal Audit Plan along with aspects of coordination with the external auditor's plan and those of other assurance providers.</li> <li>Evaluate the performance of the internal audit service provider and CAE</li> <li>Review and recommend changes (if any) to the internal audit charter.</li> <li>Review of business risk reports issued by management including corresponding action plans</li> <li>Briefing by CEO on the City's Strategy, progress of key initiatives, and external events impacting the City (e.g., new regulation, macro-economic factors, etc.)</li> </ul> <p>Note: Reports and recommendations to <b>19 September 2023 OMC</b></p>	
5 October 2023	30 November 2023	December (no meeting scheduled)
<ul style="list-style-type: none"> <li>Annual financial report for year end 30 June 2023 – draft annual financials</li> <li>Briefing by CFO of significant accounting policies and significant judgements made in preparing the financial statements.</li> <li>Review the OAG's audit plan including view of significant accounts and fraud risk.</li> <li>Annual acknowledgement of the City's Code of conduct, evaluation of member independence &amp; committee performance.</li> <li>Commence EOI for external Committee Members.</li> <li>Review risk management processes and activities (including Risk Mgmt. Policy and Appetite Statements)</li> <li>Review the City's response to the Public Sector Commission Integrity Survey</li> <li>Review adequacy of procedures for the confidential, anonymous submission by employees regarding possible fraud or irregularities</li> </ul> <p>Note: Reports and recommendations to <b>21 November 2023</b></p>	<ul style="list-style-type: none"> <li>Exit Meeting - OAG</li> <li>Meet privately (without management present) with the CAE to discuss any matters deemed appropriate. Meet privately with the internal audit service provider every six months.</li> <li>Briefing by CEO on the City's Strategy, progress of key initiatives, and external events impacting the City (e.g., new regulation, macro-economic factors, etc.)</li> </ul> <p>Note: Reports and recommendations to <b>12 December 2023</b></p>	

**CATEGORIES:**

1. Committee Operations
2. Financial Reporting & External Audit (OAG)
3. Internal Audit Activities
4. Risk Management & Internal Control
5. Ethics and Compliance
6. Other Matters

**5.10 CYBER SECURITY CONTROLS REVIEW- CONFIDENTIAL**

Attachments: 1. LGIS Vincent City of Cyber Review 2022 – Confidential

**RECOMMENDATION:**

That the Audit Committee recommends to Council that it NOTES a report prepared by LGIS concerning cyber security controls.

**MOTION**

That the recommendation be adopted.

**COMMITTEE DECISION ITEM 5.10**

That the Audit Committee: recommends to Council that the report be expanded to include:

**Moved: Mr Ioppolo, Seconded: Cr Goy**

- **REQUESTS that the CEO updates the report regarding INADEQUATE KEY CONTROLS (marked as red), advising:**
  - the likely timing when Privileged Access Management solution is procured and implemented in 2023
  - the likely timing of Cyber incident response planning and testing for incident response table-top session commissioning, referenced as to be completed in early 2023
  - the likely timing of Business Continuity plan update and completion testing referenced as to be completed in early 2023
  - whether Vendor/digital supply chain risk management supplier register has been established
  - whether Risk based monitoring has been established and if not, likely timing.
- **Regarding ADEQUATE CONTROLS in place across SOME categories (marked as orange), the CEO UPDATES the report before distributing to Council advising:**
  - Whether multi-faceted authentication intends to be implemented and timing and if not, at least endorsing use of complex/long password verification and timing or otherwise explain why?
  - What if any mitigations are being proposed for network data loss prevention and backup recovery identified in Attachment 1 pages 19 and 20 and likely completion timing.
  - What if any mitigations are being proposed for secured, encrypted and tested backups as identified in Attachment 1 page 20 and likely completion timing

**NOTE:** Administration advised that this information can be provided within a future report and the amendment is therefore not required.

**COMMITTEE DECISION ITEM 5.10**

**Moved: Mr Ioppolo, Seconded: Cr Goy**

**That the Audit Committee recommends to Council that it NOTES a report prepared by LGIS concerning cyber security controls.**

**CARRIED (4-0)**

**For:** Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**(Cr Alexander departed the Meeting at 5.20pm and did not vote.)**

**COMMITTEE DECISION ITEM 5.8****RECOMMENDATION:**

That the Audit Committee recommends to Council that it NOTES the Audit Committee Forward Agenda at Attachment 1.

**Moved: Mr Ioppolo, Seconded: Cr Goy**

**CARRIED (4-0)**

**For:** Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**(Cr Alexander departed the Meeting at 5.20pm and did not vote.)**

**5.4 REVIEW OF THE BUSINESS SYSTEM STRATEGY REGARDING THE USE OF ICT****Attachments: Nil****RECOMMENDATION:****That Audit Committee NOTE the City's plans for business system improvement****COMMITTEE DECISION ITEM 5.4****Moved: Cr Gontaszewski, Seconded: Mr Goy****That the recommendation be adopted.****CARRIED (4-0)****For:** Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj**Against:** Nil**(Mr Manifis was an apology for the Meeting.)****(Cr Wallace was an apology for the Meeting.)****(Cr Alexander departed the Meeting and did not vote.)****NOTE:** Audit Committee members requested that Administration consider the cost of the IT solution in Long Term Financial Plan


At 5:35pm, Cr Susan Gontaszewski left the meeting.

At 5:39pm, Cr Susan Gontaszewski returned to the meeting.

At 5:37pm Chief Financial Officer left the meeting.

At 5:42pm Chief Financial Officer returned to the meeting.

**5.2 LEEDERVILLE OVAL RISKS - FROM 7 DECEMBER 2022**

- Attachments:**
1. Attachment 1 - Leederville Oval map of leased areas [↓](#) 
  2. Attachment 2 - Capital Works Program 2004 - 2024 Adopted 26 October 2004 [↓](#) 
  3. Leederville Oval Master Plan Report [↓](#) 
  4. DRAFT Leederville Oval Master Plan - March 2020 [↓](#) 
  5. Leederville Oval Opportunities Advocacy Document [↓](#) 

**RECOMMENDATION:**

That the Audit Committee recommends to Council that it:

1. **NOTES** the overview of Leederville Oval risks;
  - 1.1 **NOTES** that the existing leases do not suitably reflect costs associated with the management of the facility;
  - 1.2 **NOTES** the ageing infrastructure requires adhoc repairs and maintenance for which sufficient budget is not available;
  - 1.3 **NOTES** the existing turf conditions are not designed for level of use by the current users which is resulting in increased wear and tear and increased maintenance cost to the city.

**COMMITTEE DECISION ITEM 5.2**

**Moved:** Cr Gontaszewski, **Seconded:** Mr Goy

That the recommendation be adopted.

**CARRIED (4-0)**

**For:** Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

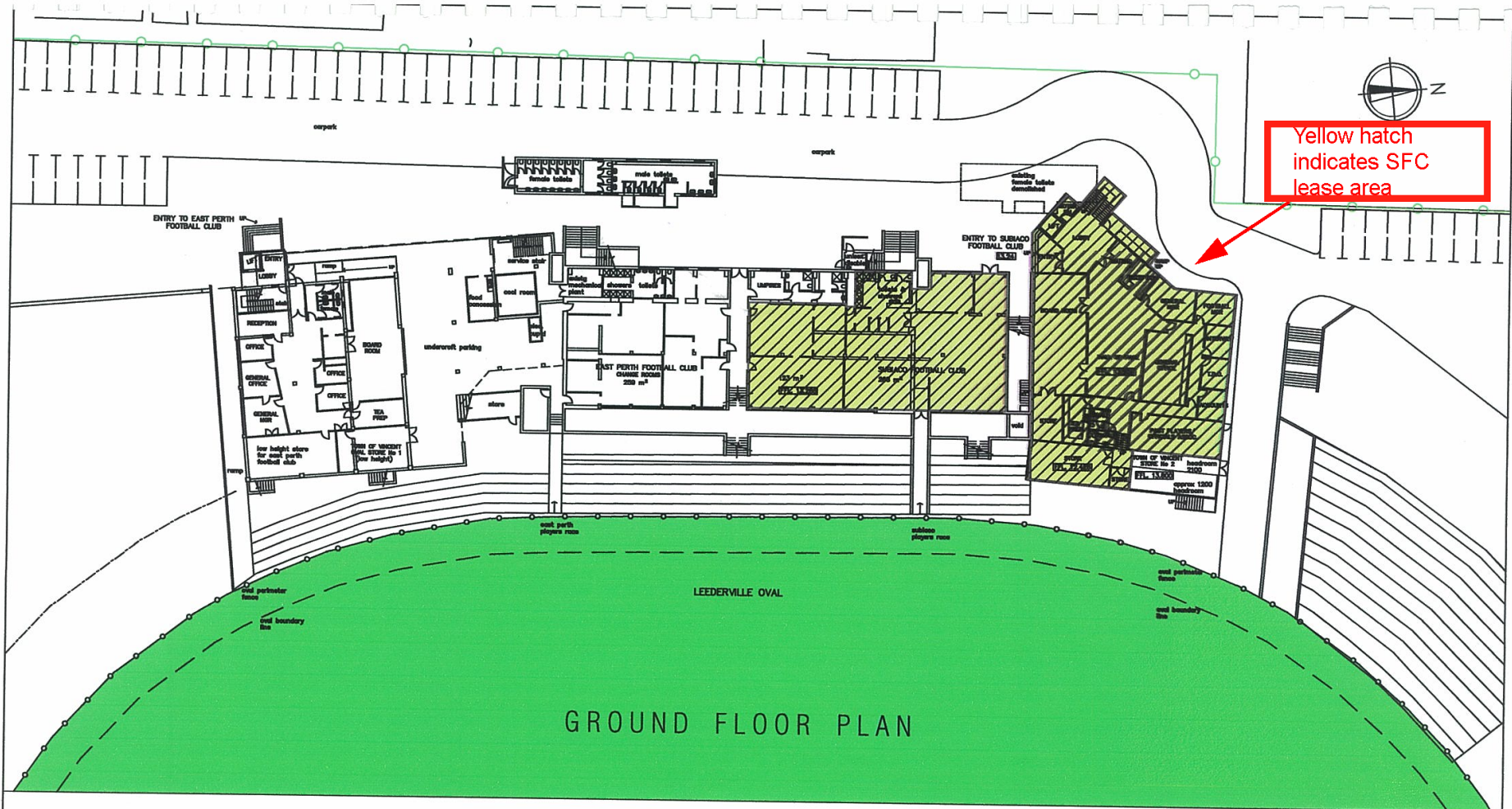
**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**(Cr Alexander departed the Meeting at 5.20pm and did not vote.)**





GROUND FLOOR PLAN



**PROPOSED REDEVELOPMENT OF LEEDERVILLE OVAL**  
 SUBIACO FOOTBALL CLUB PROPOSED LEASE AREA



GROUND FLOOR PLAN, LEASE AREA 571 SQM  
 CHANGE ROOMS, LEASE AREA 414 SQM

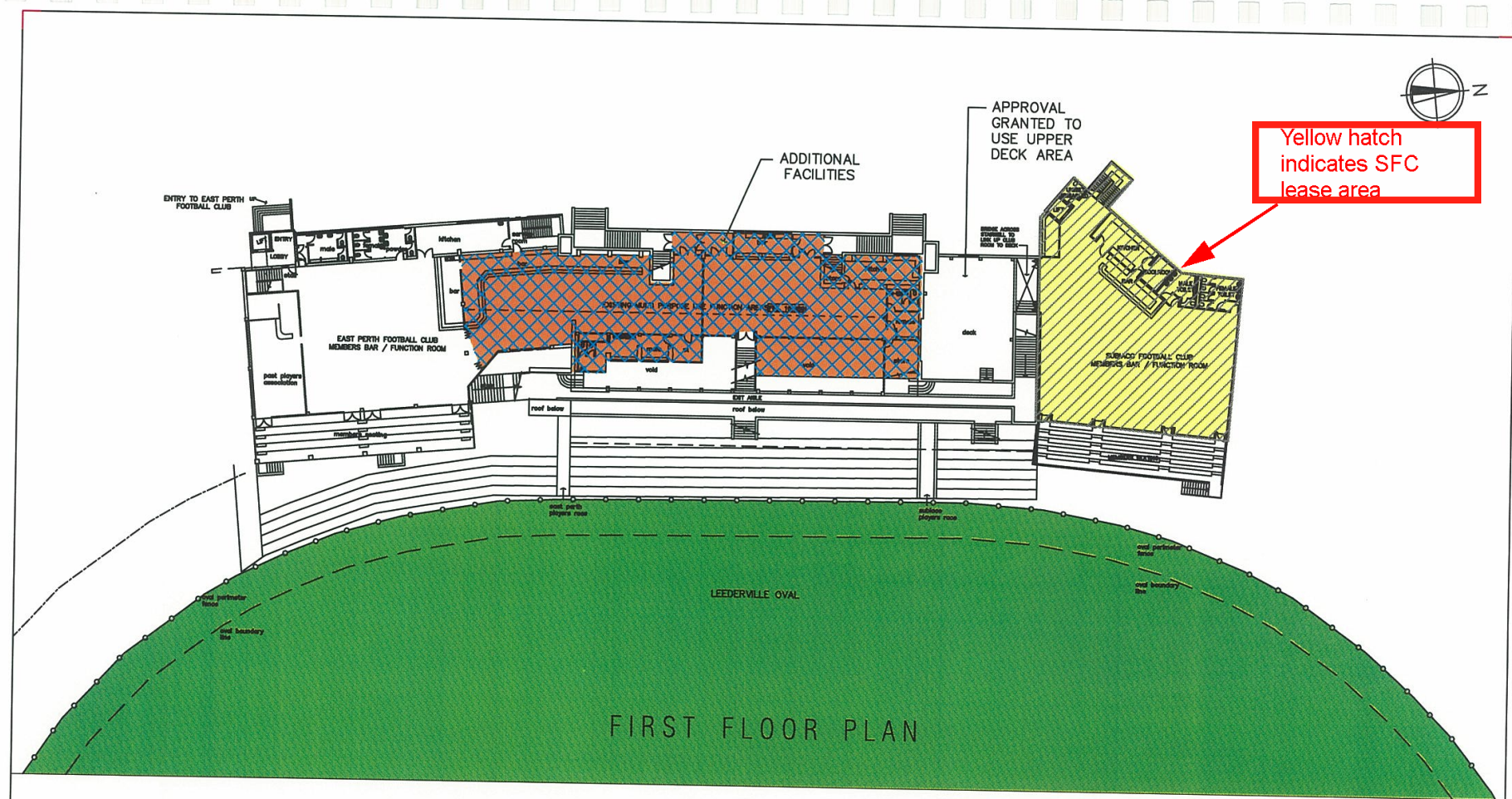


TOWN OF VINCENT

*[Handwritten signature]*

20 OCTOBER 2004





# PROPOSED REDEVELOPMENT OF LEEDERVILLE OVAL

SUBIACO FOOTBALL CLUB PROPOSED LEASE AREA



FIRST FLOOR PLAN, LEASE AREA 498 SQM

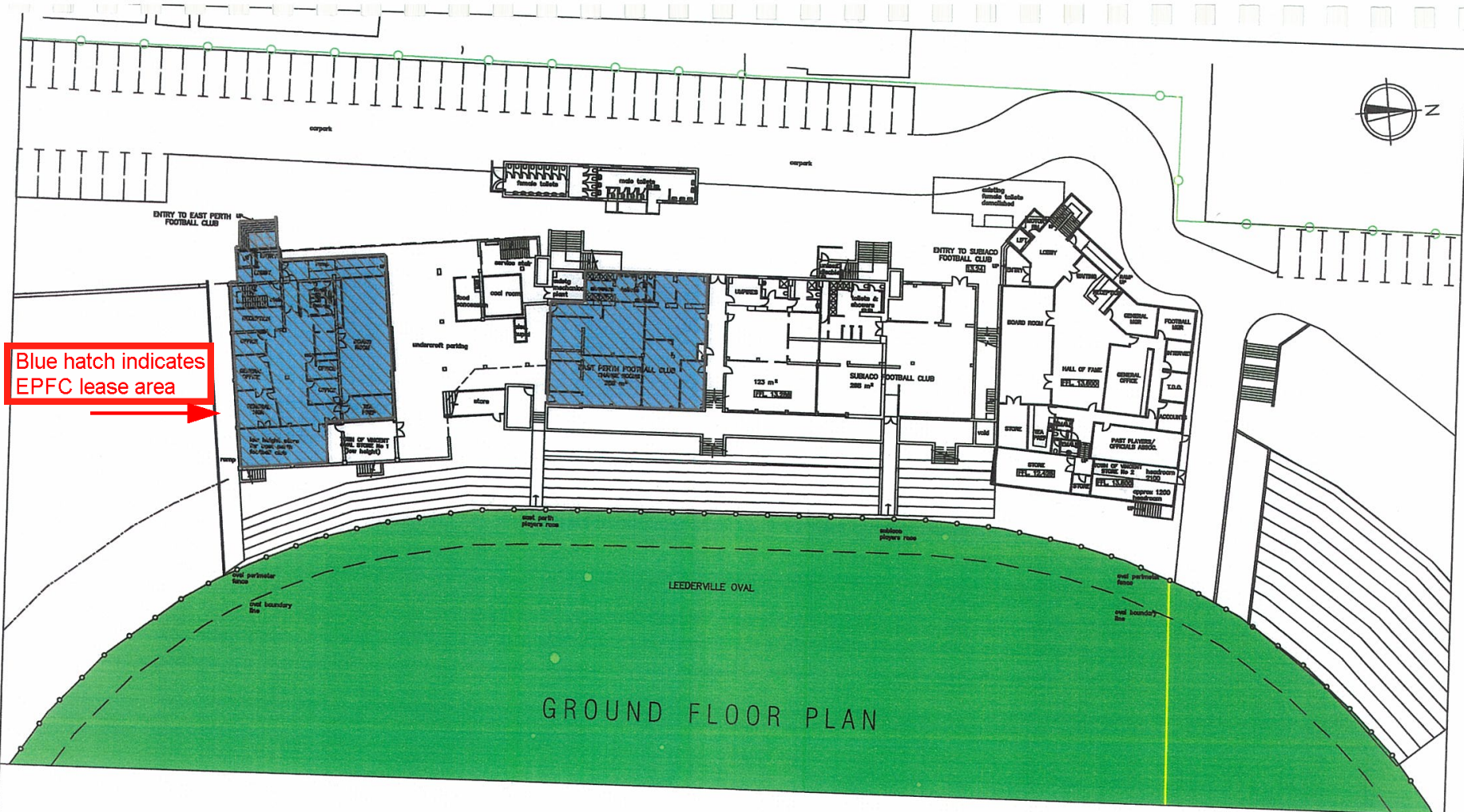


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Blue hatch indicates EPFC lease area



# PROPOSED REDEVELOPMENT OF LEEDERVILLE OVAL

EAST PERTH FOOTBALL CLUB PROPOSED LEASE AREA



DRAWING No:

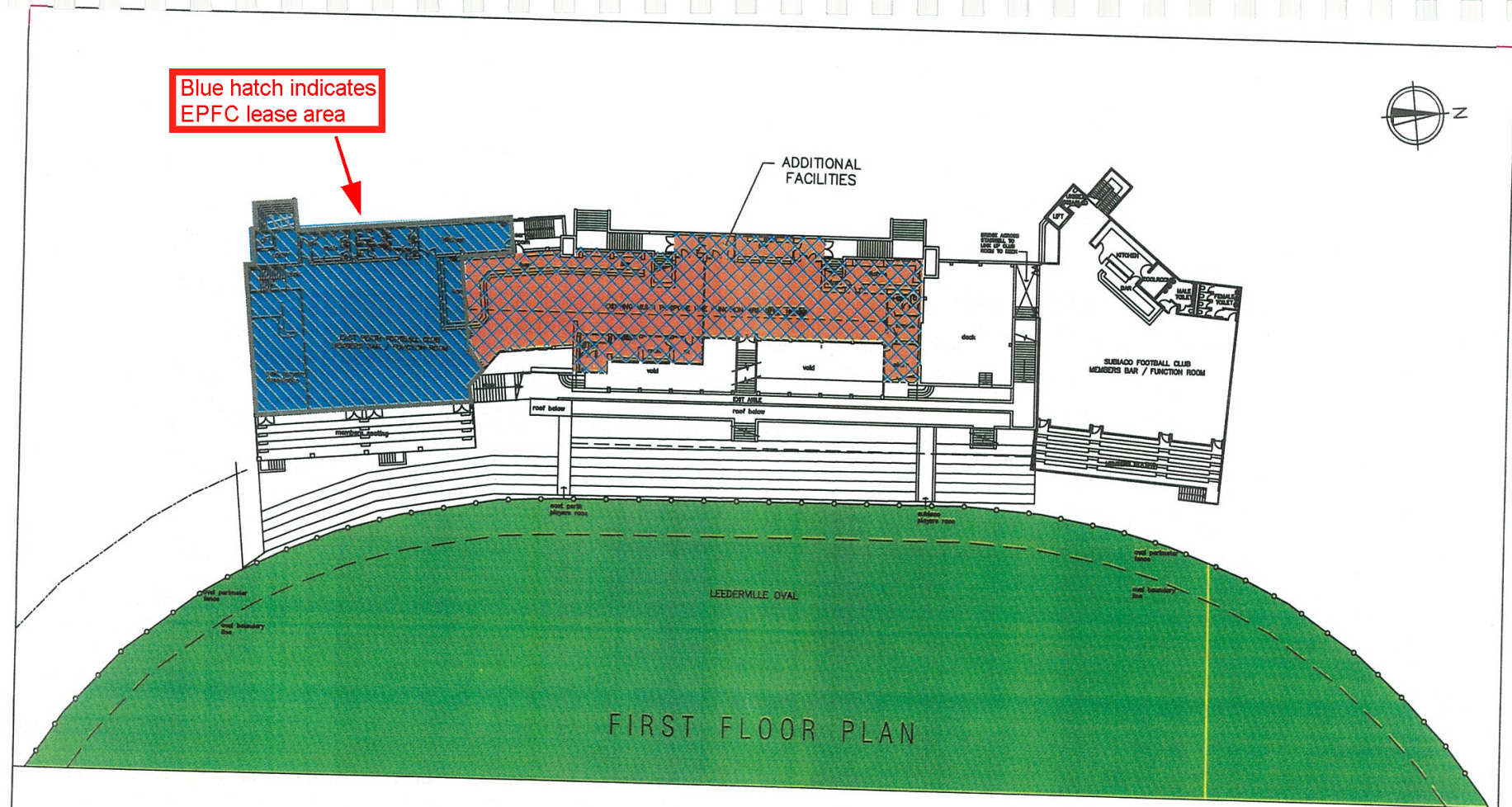
GROUND FLOOR PLAN, LEASE AREA 414 SQM  
CHANGE ROOMS, LEASE AREA 262 SQM



TOWN OF VINCENT

20 OCTOBER 2004





# PROPOSED REDEVELOPMENT OF LEEDERVILLE OVAL

EAST PERTH FOOTBALL CLUB PROPOSED LEASE AREA



FIRST FLOOR PLAN, LEASE AREA 527 SQM



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ORDINARY MEETING OF COUNCIL  
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**10.4.10 Approval of Capital Works and Maintenance Program 2004-2024 for Leederville Oval, 246 Vincent Street, Leederville**

<b>Ward:</b>	South	<b>Date:</b>	20 October 2004
<b>Precinct:</b>	Oxford Centre, P4	<b>File Ref:</b>	RES0052
<b>Attachments:</b>	-		
<b>Reporting Officer(s):</b>	John Giorgi		
<b>Checked/Endorsed by:</b>	-	<b>Amended by:</b>	-

**OFFICER RECOMMENDATION:**

*That the Council;*

- (i) *ADOPTS the Capital Works and Maintenance Program 2004-2024 for Leederville Oval, 246 Vincent Street, Leederville, as shown in Appendix 10.4.10; and*
- (ii) *APPROVES of \$30,000 being placed in the Leederville Oval Reserve Fund each year, subject to this being reviewed during the annual budget process.*

**COUNCIL DECISION ITEM 10.4.10**

**Moved Cr Ker, Seconded Cr Cohen**

*That the recommendation be adopted.*

**CARRIED (8-0)**

(Cr Torre was an apology for the meeting.)

**BACKGROUND:**

At the Special Meeting of Council held on 30 October 2001, the Council approved of Leederville Oval to be redeveloped into a "Football Centre of Excellence" to be the home for East Perth and Subiaco Football Clubs. To ensure the facility is maintained in the future, a Reserve Fund has been created to provide for future capital works and maintenance.

Meetings have been held with the Project Architect and advice has been obtained from a Quantity Surveyor. The Quantity Surveyor has provided advice for the program as shown at Appendix 10.4.10.

**FINANCIAL/BUDGET IMPLICATIONS:**

Based on an annual average of 2.5% CPI increase and the Reserve Fund monies being invested by the Town at 4% per annum, the Reserve Fund would contain the following monies;

**Leederville Oval Reserve Fund**

	Opening Balance	4% Interest	Closing Balance
Year 1	\$77,816	\$3,113	\$80,929
Year 2	\$110,929	\$4,437	\$115,366
Year 3	\$145,366	\$5,815	\$151,180
Year 4	\$181,180	\$7,247	\$188,428

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004

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Year 5	\$218,428	\$8,737	\$227,165
Year 6	\$257,165	\$10,287	\$267,451
Year 7	\$297,451	\$11,898	\$309,349
Year 8	\$339,349	\$13,574	\$352,923
Year 9	\$382,923	\$15,317	\$398,240
Year 10	\$428,240	\$17,130	\$445,370
Year 11	\$475,370	\$19,015	\$494,385
Year 12	\$524,385	\$20,975	\$545,360
Year 13	\$575,360	\$23,014	\$598,374
Year 14	\$628,374	\$25,135	\$653,509
Year 15	\$683,509	\$27,340	\$710,850
Year 16	\$740,850	\$29,634	\$770,484
Year 17	\$800,484	\$32,019	\$832,503
Year 18	\$862,503	\$34,500	\$897,003
Year 19	\$927,003	\$37,080	\$964,083
Year 20	\$994,083	\$39,763	<b>\$1,033,847</b>

The Reserve Fund calculation is based on no monies being used during the period. This is obviously unrealistic, as it is expected that the monies will be progressively drawn upon as and when required. However, the figures do indicate that there will be sufficient funds to cover the anticipated capital works and maintenance items.

Anticipated income will be as follows;

Rent (both Clubs)	\$10,400 per annum
Catering Rights Tender	\$***** per annum*
Naming Rights Tender	\$***** per annum#
Other Events (e.g. WAFL Finals)	\$***** per annum
<b>Total</b>	----- \$***** per annum =====

\* *Investigations have revealed that the Catering Rights Tender will achieve an income of not less than \$\*\*\*\*\* per annum, increased by CPI.*

# *Investigations have revealed that Naming Rights will achieve an income of \$\*\*\*\*\* per annum - this is to be split one third each for EPFC, SFC and the Town*

\*\*\*\* = Confidential (Circulated separately to Elected Members).

The Leederville Oval Reserve Fund currently contains an amount of \$47,816 as at end of June 2004.

**LEGAL/POLICY IMPLICATIONS:**

N/A.

**ADVERTISING/COMMUNITY CONSULTATION:**

N/A.

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MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004

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**STRATEGIC IMPLICATIONS:**

This is in keeping with the Town's Strategic Plan 2003-2008, Key Result Area 3.2 - *"Develop business strategies that provide a positive triple bottom line return for the Town"*, and 3.2(e) *"Maintain separate costs centres for Perth Oval and Leederville Oval and other business units."*

**COMMENT:**

The Capital Works and Maintenance Program will be reviewed and refined annually to ensure that the Town's asset is maintained at a high level.

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MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004

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## APPENDIX 10.4.10

LEEDERVILLE OVAL  
246 VINCENT STREET, LEEDERVILLESCHEDULE OF POTENTIAL CAPITAL WORKS AND MAINTENANCE  
2004-2024

Item	No	Year	Cost \$/2004 Each	Cost \$/2004 Total	Comment
1.00 <b><u>Buildings</u></b>					
<b><u>Structure</u></b>					
1.01 Grandstand Roof	1	2015	\$45,000	\$45,000	Based on condition of function room roof, this roof could also need replacement within the next 10 years (including gutters and fascias)
1.02 Grandstand balustrades & handrails	1	2005	\$20,000	\$20,000	These are non-compliant and require replacement to BCA Standards.
1.03 Grandstand - replacement of expansion joint grout	1	2012	\$6,000	\$6,000	The southern part of the grandstand has been completed. Remainder to be staggered over the 20 year period.
<b><u>Fittings And Fixtures</u></b>					
1.04 Windows and Doors			\$5,000	\$5,000	Replacement not expected within 20 year period apart from damage by accident or misuse.
1.05 Furniture and Fittings	nil				
<b><u>Interior Finishes</u></b>					
1.06 Redecorate building interiors - Grandstand common rooms	2	2010 and 2017	\$10,000	\$20,000	Allow for 2 redecorations over 20 year period.
1.07 Redecorate building interiors - Outbuildings (gatehouses, toilets, etc)	3	2009 and 2014 and 2019	\$10,000	\$30,000	Allow for 3 redecorations over 20 year period.
1.08 Replace carpets (Grandstand, Function Rooms/ Clubrooms)	1	2020 (average)	\$180,000	\$180,000	Allow for at least one replacement of carpets staggered over 20 years.
<b><u>Exterior Finishes</u></b>					
1.09 Redecorate building exteriors - Grandstand & Clubrooms	2	2010 & 2017	\$25,000	\$50,000	Allow for 2 redecorations over 20 year period

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## APPENDIX 10.4.10

Item	No	Year	Cost \$/2004 Each	Cost \$/2004 Total	Comment
1.10 Redecorate building exteriors - Outbuildings (gatehouses, toilets, etc)	2	2010 & 2017	\$5,000	\$10,000	Allow for 2 redecorations over 20 year period
1.11 Renovate exterior and upgrade fixtures of external toilet building at rear of grandstand.	1	2007	\$20,000	\$20,000	Toilet building needs refurbishment.
<b>2.00 External Works</b>					
2.01 Bituminous hot mix carpark paving	1	2020	\$60,000	\$60,000	Allow for one resurface in approx. 15 years time
2.02 Carpark light fittings	1	2020	\$10,000	\$10,000	Allow for staggered replacement over 20 years.
2.03 Playing field	50%	2010	\$50,000	\$50,000	Redevelopment works and turf replacement should not be necessary if it is properly maintained. Allow for partial replacement within the next ten years
2.04 Fencing And Gates		-	\$5,000	\$5,000	Replacement not expected within 20 year period apart from damage by accident or misuse
<b>3.00 Seating</b>					
3.01 Outdoor spectator seating		2012	\$10,000	\$10,000	Replacement not expected to be required for 15 - 20 years, apart from seats damaged by accident or misuse. Allow for partial replacement over the 20 year period.
<b>4.00 Services Plant And Equipment</b>					
<u>Air Conditioning Plant</u>					
4.01 Clubroom and offices - units for offices	1	2020	\$20,000	\$40,000	Apart from the Clubs' offices, all other AC plant will only run part time. Allow for one replacement of office units

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004



ORDINARY MEETING OF COUNCIL  
26 OCTOBER 2004

61

TOWN OF VINCENT  
MINUTES

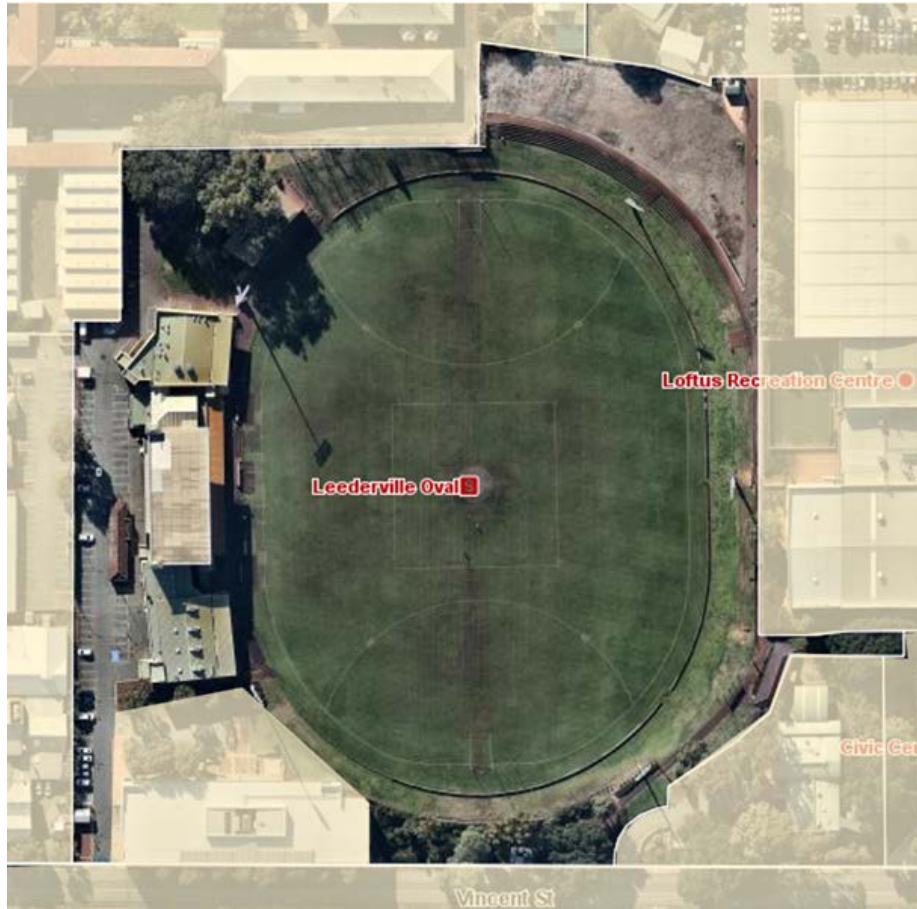
APPENDIX 10.4.10

<u>Item</u>	No	Year	Cost \$/2004 Each	Cost \$/2004 Total	Comment	
<u>Light Towers</u>						
4.02 Flood light lamps	1	2015 (average)	\$50,000	\$50,000	The flood light lamps have a 3000 hour design life but lose intensity over time. Allow for one staggered replacement of all lamps over the 20 year period	
<u>Bore</u>						
4.03 Bore Pump	3	2009 & 2014 & 2019	\$6,000	\$18,000	Allow for 3 services over 20 year period	
<u>Hot Water Units</u>						
4.04 Hot water Units	1	2020	\$10,000	\$10,000	Allow for one staggered replacement of all units over the 20 year period	
<u>Tapware</u>						
4.05 Tapware in Public Toilet blocks and plumbing items	1	2015 (average)	\$5,000	\$5,000	Majority of the tapware will not require replacement within 20 years but allow for staggered replacement of tapware and plumbing items over the 20 year period	
<b>5.00 Contingency</b>				10%	\$64,400	
<b>ESTIMATED TWENTY YEAR TOTAL (In \$/2004)</b>					<b>\$708,400</b>	
<b>6.00 Provision For Inflation</b>						
6.01 Allow for inflation @ 2.5% p.a.(compounding) over say 15 years		say	40%	\$265,650	The majority of replacements are likely to be required in approx. 15 years time, and money in the sinking fund will earn interest to partly off-set inflation, so inflation has been discounted to 15 years rather than 20	
<b>ESTIMATED TWENTY YEAR TOTAL (In \$/2004-2024)</b>					<b>\$974,050</b>	

EXCLUSIONS AND NOTES

<u>Item</u>	<u>Comment</u>
• Lift maintenance	This is the responsibility of both Clubs
• Air conditioning maintenance	This is the responsibility of both Clubs
• Catering equipment upgrade	This is the responsibility of the Caterer
• General Cleaning	This is the responsibility of both Clubs. Town is responsible for carpark cleaning and maintenance
• General maintenance and incidental repairs due to accidental damage, misuse or general wear and tear	This is the responsibility of both Clubs

MINUTES OF MEETING HELD ON 26 OCTOBER 2004 TO BE CONFIRMED ON 9 NOVEMBER 2004



## Leederville Oval Master Plan Report

Dave Lanfear Consulting | City of Vincent | November 5, 2019

1

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## Executive Summary

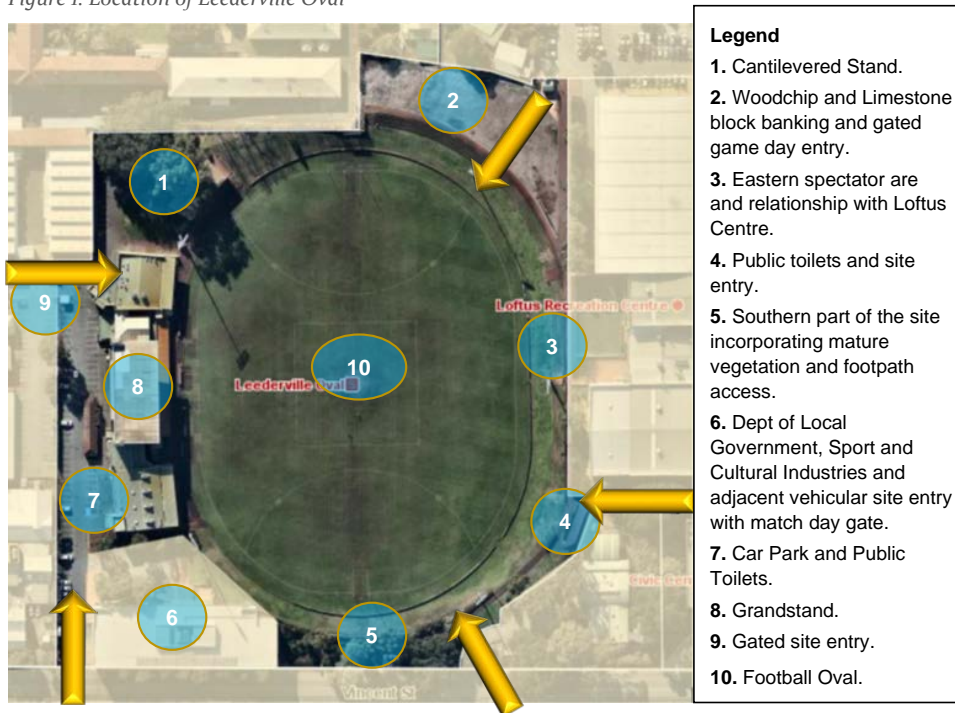
To be completed when draft report is accepted....

## 1. Background

Leederville Oval (LO) is a West Australian Football League (WAFL) ground that is located at 246 Vincent Street, Leederville. The oval is currently used as a home ground by two clubs: East Perth Football Club and Subiaco Football Club and the clubroom facilities are leased by these two respective clubs. The facilities on site and surrounding infrastructure is dated, generally ageing and not fulfilling current day sport, recreation and event needs. East Perth Football Club, Subiaco Football Club and the City of Vincent together maintain the facilities and the surrounds. The development of a Master Plan was identified as a priority for City and its partners, which include the WA Football Commission (WAFC), Department of Local Government, Sport and Cultural Industries (DLGSC) together with the two WAFL clubs. The intent of the Master Plan is to consider the potential upgrade, replacement or construction of new buildings, landscaping, playing surfaces and other facilities for community and sporting club use on the site. The plan is intended to explore all potential development options and service the current and future requirement of the community and stakeholders.

The Master Plan site is identified at Figure 1 below. The main access positions into the site are shown in yellow (arrows) and key development areas identified numerically.

Figure 1: Location of Leederville Oval



The assessment process and report is structured into four distinct areas which can be summarised as:

1. The Where Are We Now? Process has involved the following: A situation analysis incorporating:
  - o A review of existing documentation and plans.
  - o A review of industry trends.
  - o Demographic analysis.
  - o Benchmarking and gap analysis.
  - o A visual audit of the existing facility.

2. Where Do We Want to Be? This component incorporates:
  - o Visioning – at this stage, initial consultation with the main stakeholders – The two WAFL clubs and the City.
  - o Stakeholder Engagement Strategy.
3. How Do We Get There? An assessment of need incorporating:
  - o The outcome of stakeholder consultation.
  - o Identification of Options and Opportunities.
  - o Development of an initial site Master Plan and potential options.
  - o Financial considerations (funding plan and potential funding opportunities)
4. Have We Got It Right?
  - o The development of the draft final master plan and draft report; and
  - o Final Report.

The report is structured to reflect these processes and agreements reached at various phases during the development of the Master Plan.

## WHERE ARE WE NOW?

### 2. Document Review: Key Considerations

This section identifies the critical considerations identified through the document review. The detailed precis of all reviewed documents is provided at Appendix A, whilst key considerations and relevance are provided below.

#### 2.1 City of Vincent Documentation

Table 1 provides a selection and summary of documents reviewed to support the initial analysis:

Table 1: City of Vincent Key Documents

Document	Brief Summary and Implications
<p><b>City of Vincent Strategic Community Plan 2018-2028</b></p>	<p>This document highlights the strategic objectives which the City of Vincent aims to achieve. The vision states: <i>“In 2028, the City of Vincent is a leafy and vibrant 24 hour city which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a Council that says YES!”</i></p> <p>Of the specific outcomes the following are relevant to Leederville Oval, the following are particularly relevant:</p> <ul style="list-style-type: none"> <li>• Increase access to green space in high priority areas.</li> <li>• Deliver alternative streetscapes that encourage increased pedestrian and cyclist activity.</li> <li>• Integrate accessibility, diversity and inclusion into our operations and service delivery to meet the needs of everyone in our community.</li> <li>• Increase our role and influence in attracting, retaining and growing independent businesses in the City through economic development initiatives and support for town teams.</li> <li>• Prioritise investment in maintenance, repair and improvement programs to deliver high quality public places and facilities.</li> <li>• Take a place-based approach to investment in our town centres and gathering places to increase activation, improve wayfinding and create destinations for all members of the community.</li> <li>• Reward sustainable design innovations including improved waste management, alternative energy, improved air quality and noise attenuation and more useable green space.</li> <li>• Review and consolidate assets to ensure all buildings and facilities are well utilised and meet community needs.</li> </ul>
<p>Leederville Oval Economic Study Report to City of Vincent (March 2018) Final Report – ACIL Allen Consulting</p>	<p>In the 2017 season, Leederville Oval hosted 70 games of State league football making it the most used State league football venue in Western Australia. It is estimated that Leederville Oval contributed \$3 million (\$2.99 million) of value added in direct and indirect economic output in the City of Vincent in 2016-17.</p> <p>The direct economic activity of the Oval and all associated flow-on activity generated three direct jobs, and 24 indirect jobs across the City of Vincent in 2016-17. While adding to the economy, the report indicates that the contribution is not significant, tending to indicate that a more diverse use of the oval and associated buildings should be explored if it is to develop a presence as an economically significant asset of the City.</p>



Document	Brief Summary and Implications
City of Vincent, Leederville Oval: Turf and Irrigation Audit (Sports Turf Technology: December 2017)	The irrigation system should not require significant upgrading or replacement within the next ten years. Lack of current uniformity can be addressed through minor adjustments. The bore water has a very high iron content, which causes severe staining but is not detrimental to the system. The eastern side of the turf is identified as being worn due to over training, which needs to be managed. Sting nematode is widespread on the oval. Stubby-root nematode was also identified as a serious problem whilst no immediate problem was identified with the drainage (although likely to deteriorate in winter).
Masonry Drone inspection for City of Vincent by Devco Builders (2017)	Recommendations included rectification works to be carried out to the grandstand (which is structurally sound) to address a failure in the mortar joints and before any brickwork becomes dislodged and falls.
Electrical Report: Leederville Oval Floodlight Upgrade Stage 1 & 2 - Report Existing Conditions Report (14th June 2018)	The existing site has sufficient power available from the existing point of attachment transformer to the Site Main Switchboard (SMSB) for the current lighting and general power works including illumination levels up to 500lux (a LED solution should be explored as its replacement). The existing pole and light configuration due to its aging equipment and some nonreplaced lamps, would not be suitable for a 500lux (current horizontal luminance is only 391lux). There is a need to investigate the possibility of piling to the existing eastern lighting towers (3 off) footings to potentially enable 1,000lux to be installed. Current lighting does not comply with Australian Standards.
Leederville Oval Energy Audit by Cundall (13/12/2017) and Leederville Oval Services Condition Report by Cundall (22/12/2017)	<p>5 No. flood lighting towers are located around the oval and are maintained by the council through a subcontractor. Each floodlight tower houses approximately 25 No. metal halide lamps. Floodlights are controlled via local controllers.</p> <p>Based on the work undertaken to date, the consultants recommended the following initiatives would reduce the building's energy consumption whilst minimally impacting on building operation.</p> <ul style="list-style-type: none"> <li>• Floodlight upgrade which provides an annual cost saving of \$19,500. Replacement with LED's will further increase efficiency.</li> <li>• Photovoltaic installation which provides an annual cost saving of \$4,600</li> <li>• Staff training</li> </ul>
City of Vincent Heritage Strategic Plan 2013-2017 - May 2013	<p>The document prepared by Strategic Planning, Sustainability and Heritage Services indicates that Leederville Oval is not incorporated within the list. The site, while not on the State Heritage List is however on the Municipal Heritage List. Discussions with officers indicated that the functionality, accessibility and future sustainable use of the site was a higher priority.</p> <p>The land was vested in the Leederville Municipality as a Reserve in 1900 and was known as the Recreation Grounds. In 1915 Leederville Oval was developed and a timber and brick grandstand built. It opened as the home for West Perth Football Club on 24 July 1915. A new stand was developed in the 1950's named after RP Fletcher, who was President of the West Perth Football Club from 1946 to 1962. The West Perth Football Club vacated the premises in 1994 and moved to Joondalup. In 2003 the East Perth Football Club relocated their headquarters to Leederville Oval, to be joined in 2004 by the Subiaco Football Club.</p>
Trees of Significance (City of Vincent Updated Nov 2016)	Trees of particular significance associated with the land around the Leederville Oval site (Leederville TAFE Campus) include: Eucalyptus citriodora (Lemon Scented Gum), Eucalyptus maculate (Spotted Gum). It is understood that these are unlikely to be impacted upon by the Leederville Oval Master Plan.

Document	Brief Summary and Implications
Leederville Town Centre Masterplan & Built Form Guidelines (10/07/12)	<p>It states: <i>'The Loftus Street Civic Precinct, is comprised of the City of Vincent Administration Centre, the Loftus Centre recreational facilities and the new City of Vincent Library and Local History Centre and the Leederville Oval. As an established and successful civic centre, the masterplan aims to consolidate the centre and provide more effective pedestrian links to other precincts. The masterplan highlights the potential redevelopment of the Vincent Street Leederville Child Care site.'</i></p> <p>Little attempt was made to integrate the oval and grandstand development within the overall master planning of the area.</p>
Reflect: Reconciliation Action Plan June 2017 - June 2018 – City of Vincent	<p>The RAP sets out key actions and efforts that the City will pursue to further strengthen respect for, recognition of and relationships with Aboriginal and Torres Strait Islander people. One of the outcomes is to increase representation of Aboriginal and Torres Strait Islander cultures, and in particular Whadjuk Noongar people, in public murals located within the City of Vincent. It is to be noted that EPFC and SFC have a strong heritage associated with Aboriginal players past and present</p>
City of Vincent Bike Plan (Aurecon 2013)	<p>In the development of the Vincent Bike Plan due consideration was given to improving cycling safety and linking communities and facilities, as well as the needs of all types of cyclists, regardless of their age, gender, experience or reason for cycling. Whilst not identified as a specific route for investment the Master Plan will need to recognise cycling as a mechanism to activate the site and improve connectivity across the City.</p>
Community Safety and Crime Prevention Plan 2015-18	<p>Strategy focus included:</p> <ol style="list-style-type: none"> <li>1. Community Safety and Promotion</li> <li>2. Safety through effective partnerships</li> <li>3. Safe places and safe spaces</li> </ol>
City of Vincent Car Parking Strategy (9 March 2010)	<p>The strategy identifies a deck car park business model: Paving land for parking can impose environmental costs, including loss of greenspace (reduced parkland, garden, playing fields and open space), increased impervious surfaces and related stormwater management costs and aesthetic degradation</p>
City of Vincent Asset Management Strategy 2010 to 2020	<p>In order to fulfil its obligations in delivering a variety of services to the community, the Town must ensure that the assets supporting these services are managed in a way that guarantees maximum performance for the lowest "whole of life" cost.</p>
City of Vincent Public Open Space Strategy (December 2018)	<p>The strategy indicates given the high number of open spaces, or part of, currently utilised for a specific activity, the repurposing of some sites to improve public utilisation and accessibility may be required. Various Special Purpose Use open spaces dispersed along the southern and southwest boundary of the City including Dorrien Gardens, Litis Stadium, Leederville Oval, and Nib Stadium provide an opportunity to offset the lack of access to neighbourhood level provision. Leederville Oval and Litis Stadium provide the most achievable options for improving community accessibility to Special Purpose Use sites. Recommendation 22 states: Provide a long term Plan for Leederville Oval that considers:</p> <ul style="list-style-type: none"> <li>• Capabilities as a multi-use community asset (that increases community access and utilisation) within the Leederville Town Centre.</li> <li>• Current and future requirements of the WA Football Commission, East Perth Football Club and Subiaco Football Club.</li> <li>• Facility management options.</li> <li>• Capital funding model options</li> </ul>

Document	Brief Summary and Implications
Disability Access & Inclusion Plan 2017-2022	<p>Of the strategies identified, the following are specifically relevant to the development of the Leederville Oval Master Plan:</p> <ul style="list-style-type: none"> <li>2.1: Provide equitable access to all City buildings, facilities and infrastructure for people with disability.</li> <li>2.2: Integrate equitable access and inclusion principles into the City's forward planning processes.</li> <li>2.4 Show leadership and advocate for equitable access to buildings and facilities across the community.</li> </ul>
City of Vincent Greening Plan 2018 - 2023	<p>Of the objectives of the Vincent Greening Plan the following are relevant to the Leederville Oval Master Plan:</p> <ul style="list-style-type: none"> <li>Increasing Canopy Cover: Increasing the overall tree canopy cover across the City, on both public and private land.</li> <li>Greening the Town Centres: Improving the amenity of Vincent's Town Centres and reducing the urban heat island effect through trees and other vegetation. Average Tree canopy cover of 20% for the Town Centres by 2050 (interim target: 9.7% by 2023 based on 2019 mapping data, up from 8% in 2014)</li> </ul>

The Key influential plans and reports indicate that the existing infrastructure, whilst structurally sound, is unlikely to meet the current sporting and community requirements and are not sufficient to maximise the use of the site for significant local, regional and state level events. There are a number of compliance issues related to the current site operations and accessibility. In addition, current floodlighting does not meet the desired standard for WAFL and the pylons are unlikely to be suitable for LED or other lighting which will achieve a minimum 500lux luminance across the site.

The current economic return from the site, whilst of value to the local economy is limited and will require a different business model if the City is to obtain a reasonable return on investment. The supporting documentation indicates that a complete redevelopment of the surrounding oval infrastructure will be necessary. This would need to be undertaken in a phased/staged manner as funding becomes available.

## 2.2 Additional Strategic Documentation and Guidelines

There are a range of state government, research and State / National Sporting Association publications which provide guidance for the future development of the site. These are also provided at Appendix A and summarised in Table 2 below:

Table 2: Strategic State Sporting Documentation and Relevant Guidelines related to Leederville Oval

Document	Brief Summary and Implications
WAFC Strategic Community Plan 2017-2022	<p>A number of critical initiatives are proposed to secure the future development of the sport and potentially impact on the development of Leederville Oval. A selection of these include:</p> <ul style="list-style-type: none"> <li>E3.1 Relocate the district development staff into 3 metropolitan-based offices, central to their geographic areas of responsibility (which could be at a WAFL Club, subject to appropriate facilities being available)</li> <li>E5.2 Change the WAFL home and away season to an 18-round season to assist in managing the costs of the competition.</li> <li>E5.3 Undertake a detailed review of community expectations for WAFL Clubs to develop an appropriate mix of facilities, services, food and beverage experiences plus marketing strategies to attract a new generation of members and fans to the WAFL.</li> </ul>

Document	Brief Summary and Implications
	<ul style="list-style-type: none"> <li>• E5.5 Implement strategies to work with the WAWFL to develop a new WAFL-aligned women's competition and determine size and licence conditions for teams in the competition.</li> <li>• S2.3 Seek a long-term broadcast deal that can offer new revenue opportunities for WAFL Clubs and showcase the WAFL to the broadcast market in WA.</li> <li>• S2.5 Adjust funding to WAFL Clubs to ensure a sustainable level of spending consistent with WAFL's defined role as the premier state league, through a model that considers baseline funding, outcome-linked funding and project specific funding, with clear criteria linked to objectives. This will be done in consultation with clubs, providing an adequate transition process.</li> <li>• S2.6 Undertake a feasibility study of joint commercial assets and membership structure of the WAFL to increase value and financial return of those assets, whilst delivering increased value to partners.</li> <li>• S5.5 Develop strategic facilities plan including focus on female-friendly facilities.</li> </ul> <p>The document identifies a number of areas which are going to have a direct impact on the future of WAFL clubs and their extended business models. This will be developed over the next few years, Key messages however include the development of the women's game and the need to adapt new facilities to meet the growing demand.</p>
Classification framework for public open space (Department of Sport and Recreation) 2013	Within the Classification Framework for Public Open Space, different types of POS infrastructure are categorised by primary function: recreation, sport and nature space; and by expected catchment: local, neighbourhood, district or regional open space. Leederville Oval can be identified by its primary function as a sporting space which fulfils both a district and regional level function by virtue of the level of sport played on the ground.
City of Perth Grandstands Heritage Report -Perth Oval, Lathlain Park, Leederville Oval (Prepared for Department of Sport and Recreation December 2013) Griffiths Architects	The review examines the relative heritage of the three stands and then provides an assessment of the sensitivities in a heritage context associated with the three sites. The outcome of the report has not been formally endorsed and adopted by State Heritage and as such Leederville Oval is not contained within any state heritage listing. In referring to Leederville Oval Grandstand it states: Notwithstanding the changes over time, its architectural intent remains legible and prominent. Retention of this grandstand would ensure that a good representative example of the suite of grandstands would be a reminder of the development of WAFL in the post-World War II era, and of the considerable amount of work that was done by the City of Perth in preparation for the VIIth Commonwealth and Empire Games in 1962. It is recommended that it should be retained, conserved and adapted for future use, if possible.
State Sporting Infrastructure Plan Review 2019 (DLGSC)	The Plan (formerly the State Sporting Facilities Plan) has been developed by the DLGSC to serve as forward planning for the provision of infrastructure to service State, National and International level sporting competition. No WAFL ground redevelopments are incorporated within the plan. The approach by state government to funding is now moving towards outcome based assessments. The development of evidence-based outcomes enables alignment with external funding objectives.
Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020	<p>The document provides vision and direction for Western Australia's Sport and Recreation Industry. The following key challenges relevant to the development of Leederville Oval and associated WAFL clubs:</p> <ul style="list-style-type: none"> <li>• Public Open Space and Urban Form: Urban parklands and green spaces for sport and active recreation are integral components of</li> </ul>

Document	Brief Summary and Implications
(Department of Sport and Recreation)	<p>urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver POS which meets the needs of communities into the future we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces.</p> <ul style="list-style-type: none"> <li>Commercialisation: A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue.</li> <li>Financial [Un]Certainty: The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment.</li> </ul>
AFL Facility Guidelines (AFL 2019)	<p>The guidelines reference a hierarchy of football facility provision and incorporate local, regional and state level infrastructure. The space identified for state level infrastructure is approximately 1,000m<sup>2</sup>. This is the minimum requirement for one club and does not take into account the WAFL club development programs and unique zonal responsibilities of each club. Core design elements include: Amenities (Player toilet/showers), Change Rooms, Massage Room, Gymnasium, External covered viewing areas; Kitchen and Kiosk; First Aid/Medical Room (Public Access); Doctors Room; Office/Administration/Meeting; Public Toilets; Storage (internal and external); Social/Community Room; Timekeeping/Scorers Box; Umpires' Rooms (including toilet and showers); third umpire and Utility/Cleaners Room.</p>

### 2.3 Summary Conclusions

The document review identified a number of key areas which need to be considered in developing the Master Plan. These include:

- Increase accessibility to and activation of green space is a City priority.
- Diversity and inclusivity is important. While the development of a facility which services the WAFL clubs is important, the access to the site and infrastructure for diverse community use is important.
- Investment in maintenance and improvement programs is seen as a high priority. However the City have limited funds available to manage their current asset stock. The ability to consolidate assets is therefore a significant driver in considering Master Planning opportunities.
- While Leederville Oval generates employment in the area, the actual contribution to the Leederville community is not significant and should be addressed by considering alternative business models
- Existing asset studies indicate that while investment is needed in the facility, these can be managed in the short term. These don't however take into account the facility functionality and capacity. Lighting is the main issue as the current lighting towers are unlikely to be sufficient to accommodate a 500lux LED system.
- While Leederville Oval is noted on the Municipal Heritage list, it is not considered worthy of state heritage listing. The main consideration is the future functionality and viability of the site. It is

also understood there are no trees of significance which are likely to be impacted upon by the Leederville Oval Master Plan.

- Previous master planning processes have failed to integrate the development with the broader precinct. This needs to be addressed.
- Recognition of the sites heritage and significant indigenous heritage will need to be considered. Opening up the site and incorporating recognition of its past will be important. This will need to be considered in more detailed design processes while recognizing its importance at this stage.
- It is evident the history associated with both EPFC and SFC and the WAFL is an important component associated with the future development of the site.
- The development of evidence-based outcomes is promoted by state government and enables alignment with external funding objectives. This needs to be a key consideration with the development of the Master Plan and subsequent associated business case development.
- AFL facility guidelines and those produced by other industry bodies are important considerations in ensuring that the appropriate floor space is allocated for both WAFL football operations, but also those of aligned community groups and potential partners.

### 3. Demographic Analysis

The demographic analysis outlines the key data for the City of Vincent, focusing on the 2km & 5km catchments around Leederville Oval, which has been obtained using the following sources:

- Australian Bureau of Statistics (ABS) 2016 Census
- Community Profile and Social Access (City of Vincent, City of Subiaco, City of South Perth & City of Perth)
- Forecast id (City of Vincent, City of Subiaco, City of South Perth & City of Perth)
- Remplan Community (City of Stirling)
- WA Tomorrow (2015) (City of Stirling & Town of Cambridge).

The analysis has focused on the current population profile and future population growth, age composition and components of population change. It should be noted that no forecast ID data is available for the catchment suburbs within the City of Stirling and Town of Cambridge.

#### Key Census Data (2016):

- The Estimated Resident Population of the City of Vincent in 2016 was 33,693. This represents an increase of 2,145 since the 2011 census.
- The City has a population density of 31.37 persons per hectare with an average household size of 2.18.
- 18,787 people living in the City of Vincent in 2016 were employed, of which 65% worked full-time and 33% part-time. With 33% of households earned an income of \$2,500 or more per week in 2016.
- The primary housing market role played by the City of Vincent has moved historically from the provision of modest workers' housing to a high-demand 'lifestyle migrant' area attracting professionals, young people, and students.
- Analysis of the five year age groups of the City of Vincent in 2016 compared to Greater Perth shows that there was a lower proportion of people in the younger age groups (under 15) as well as a lower proportion of people in the older age groups (65+):
  - A larger percentage of persons aged 25 to 29 (13.0% compared to 7.7%)
  - A larger percentage of persons aged 30 to 34 (12.6% compared to 8.0%)
  - A smaller percentage of persons aged 15 to 19 (3.6% compared to 6.2%)
  - A smaller percentage of persons aged 10 to 14 (3.6% compared to 6.0%)
- The most significant growth between 2011 and 2016 was in the 30-34 age range (795), 65-69 age range (369) and 5 to 9 age range (325). However, the most significant fall was in the 20 - 24 age range (-399).

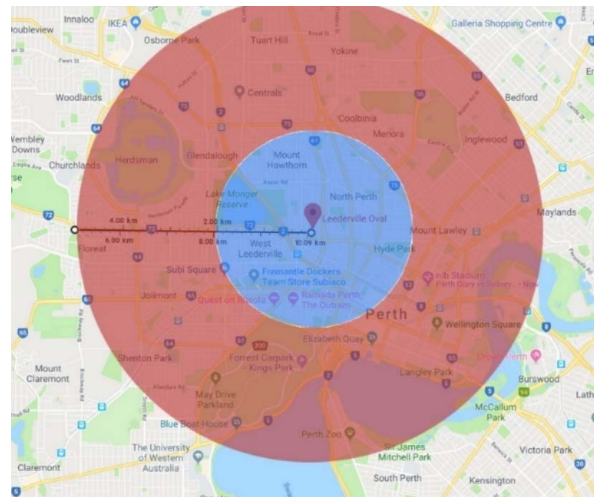
#### Projected Population data and 2km/5km Catchment of Leederville Oval

The key population indicators are contained at Appendix B and summarised below. They indicate:

- The City of Vincent population forecast for 2019 is 38,713 and is forecast to grow to 51,726 by 2041.
- It is assumed that the migration flows of younger professionals into higher density residential areas within the City will continue into the future.

Under the designated Public Open Space definition of District Open Space, a catchment of 2km is generally accepted as being appropriate for community level sporting provision. For state level/Regional infrastructure the general catchment is accepted as being 5km. It is accepted however that for WAFL clubs the likely supporter catchment of any site is likely to draw from a much broader catchment of 5km. For major non-sporting events, it is also likely that the catchment may be broader than a 5km catchment. Nevertheless, for regular community events which perform a regional function the likelihood is that over 80% of users will gravitate to the site from a 5km catchment. For this reason, an assessment of the population demographics has been undertaken based on both a 2km and 5km catchment:

Figure 2: Leederville Oval 2km and 5km Catchments



- The 2km and 5km catchment of the Leederville Oval site is shown in the Figure 2. The 5km catchment includes suburbs within the City of Vincent, City of Subiaco, City of Perth, City of South Perth, Town of Cambridge and City of Stirling.
- Within the 2km and 5km catchments of the LO site the following table indicates the likely population growth to 2036:

Table 3: 5km and 5km catchment populations

Population Year	2016	2021	2026
<b>2km Catchment</b>	37,062	43,320	47,396
<b>5km Catchment</b>	137,119	160,551	175,060

- The 2km growth figures indicate that the majority of growth is going to occur in the suburbs of North Perth, West Perth and Leederville within the City of Vincent and Perth – West End and Perth Central, within the City of Perth.
- The 5km growth figures show a much more extensive growth in areas within the City of Stirling (notably Yokine, Tuart Hill, Joondanna and Mount Lawley).
- An assessment of key demographic indicators from the 2016 Census related to the 5km catchment of the site indicated:
  - A generally affluent society with all suburbs, with the exception of Crawley, Northbridge and West Perth having a significantly higher or equivalent high household incomes than the Greater Perth average. The low level for Crawley is generally indicative of a high student population. This is indicative of a generally higher level of disposable income and ability to spend on recreational pursuits when presented to individuals.
  - Similarly, unemployment rates were significantly below the Greater Perth average in all suburbs with the exception of Crawley and Northbridge. This is also indicative of a general ability within the catchment to generate disposable income to take part in festivals, events and sporting activities.
  - The percentage of older couple households within the catchment is significantly below the Greater Perth average in all suburbs with the exception of Subi Central, Shenton Park and Subiaco South. This is generally indicative of a young upwardly mobile area,



which when coupled with disposable income and high employment rates are likely to support local events.

- All suburbs within the 5km catchment are below the Greater Perth average for couples with children (with the exception of Mount Hawthorn, Shenton Park and Subiaco South). Whilst this generally indicates a lesser requirement for family based activities, it also tends to indicate a higher degree of disposable income aligning to the other indices.

### Catchment Population Implications

The assessment of the current demographic indices and future anticipated population growth highlights the potential capability of the 2km and 5km catchments to support community events and social infrastructure financially.

Generally, where there are areas with high levels of assumed disposable income, coupled with high employment rates and a younger demographic there is indicatively a higher demand for social activities at evenings and weekends. Such people are generally prepared to travel to attend events which appeal to them and in particular support similar events locally.

Whilst the fan base for WAFL Clubs is generally perceived to be ageing with measures being put in place to attract a higher percentage of youth and family members, the major attractor for Leederville Oval is likely to be as a broader event space. The provision of WAFL infrastructure therefore is likely to have to consider a broader activation hook than pure football development if the Leederville Oval site is to become a financially viable proposition. This is likely to demand other activation activities to draw the catchment population into the site in addition to festivals and events. A younger and growing upwardly mobile demographic within the City of Vincent and broader catchment is also likely to be demanding of more and more social activity and event spaces.

## 4. Industry Trends and Current Site Auditing

This section identifies trends in sport and recreation provision and its relevance to the future development of Leederville Oval. In addition, a visual audit was undertaken of the Leederville Oval site and Associated infrastructure.

### 4.1 Industry Trends

Trends associated with WAFL infrastructure, broader sporting infrastructure development and general community facility provision have been identified through industry research, current publications and knowledge based on previous project work:

- Across many metropolitan local governments, there is a proliferation of ageing infrastructure in need of replacement. This is more acute for infrastructure which has traditionally provided for state level use where the responsibility for ongoing maintenance and replacement is not considered to be a high priority for local government investment. This is not untypical of existing WAFL grounds where infrastructure has been developed and the ongoing upgrade and/or replacement has not been undertaken. The current infrastructure at Leederville Oval principally provides for state level sporting use, is ageing and has a number of design deficiencies which is impacting upon its viable use and attractiveness to the surrounding residential community.
- Whilst investment has or is currently taking place at some WAFL grounds (most notably, Peel Thunder, West Perth, Claremont and Perth) there is a significant concern that the future of the WAFL and WAFL clubs is uncertain. WAFL clubs have indicated that their long term sustainability will be reliant on developing a new/updated business model focussed on generating income outside of the traditional sponsorship, match day and television rights deals.
- In more general terms, there are significant additional pressures facing local sporting and recreation groups through a declining volunteer base and increased risk management requirements of operating infrastructure. Whilst Leederville Oval benefits from having established sporting clubs on site with a relatively strong membership and volunteer base, this is recognised as declining and is likely to impact on the longer-term viability of the sporting infrastructure on site if this decline is not addressed.
- There is an ongoing increase in the availability of leisure opportunities and there is a need for traditional clubs to constantly review their service offering and focus on effective and efficient management and meeting the needs of the customer. The current management arrangement of Leederville Oval is dominated by the WAFL clubs who have priority access and usage. Whilst this is likely to remain in the short to medium term, the increased accessibility of the general community to the site is important to increase its viability and will need to be addressed in the future planning processes.
- The need for modern facilities that meet statutory building requirements is becoming more important. In particular the need to provide access for users of all abilities.
- The growth in the women's game across a number of traditionally male dominate sports. Currently, the design inefficiencies associated with Leederville Oval are inhibiting optimum use. The changing, locker, toilet and shower facilities are in need of replacement, modernisation and upgrade if it is to meet current day sporting requirements. This lack of provision has been recognised as an issue with facilities servicing football.
- There is a general acknowledgement that centralised administration and facilities can benefit clubs whilst meeting modern day sporting needs. The current shared use of the oval and associated infrastructure at between SFC and EPFC is considered to be a model for future WAFL ground developments. This is driven by the level of efficiency which can be achieved due to the avoidance of duplication of servicing and management obligations. This, however, is only partly being met at Leederville Oval due to the inefficiencies in current design and the need to further develop a shared use agreement and potential refined design which would increase security through added passive surveillance across the site and provide a single focal point for external users and site administration functions.

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- There is now a more acute focus on financial viability of all sport and recreation infrastructure and rationalisation of provision. This has been referenced within Strategic Directions 6 (DSR WA) as a key issue facing the industry. There is a drive towards more efficient and effective community buildings and sites where multiple users and age groups can benefit from a range of shared and efficient service provision.
- The focus of local governments is on maximising the social return on available public open space to provide a full range of sport and recreation opportunities that promote physical activity, balanced with complimentary recreational pursuits.
- The importance of fully costing out asset management plans and future proofing expenditure (including lifecycle costing) is becoming more critical. This will need to be addressed by the City of Vincent within its ongoing asset management program.
- There is a focus on accessibility and connectedness to provide high levels of community accessibility and local integration. Currently Leederville Oval fails to maximise connectivity with adjoining users and provide good access opportunities for neighbouring residents. This will need to be a focus for the master planning and ensure that the surrounding community have strong entry statements and access points which encourage greater activity and use of the site.
- The need to provide flexible sport and recreation infrastructure is becoming increasingly important due to factors such as demographic shifts and changing sport and recreation preferences. The changing demographic profile within the catchment of Leederville Oval (see below) indicates that over time, a greater provision of infrastructure for both an ageing demographic and youthful upwardly mobile demographic with potentially high levels of available discretionary spending capability will be necessary.
- There is an increase in community expectations of people in relation to the quality of provision for the spectator, including associated parking, shade and toilets. The current spectator provision at Leederville Oval is of poor quality and would not encourage potential WAFL supporters into the ground.
- The main consideration with the development of sites for event use relates to the flexibility of space, ability to provide substantial areas which are readily accessible to bring temporary infrastructure in and the availability of services. Strong public transport links and the ability to bring people to and from a venue is particularly important to increase viability.

The broader trends in relation to sport and recreation participation have been researched through The Australian Sports Institute who in December 2016 published the latest participation data for sport and recreational pursuits in Australia (AUSplay). Some of the key trends associated with participation included:

- Australian adults tend to play sports for longer durations than non-sport related physical activities. However, they participate in non-sport related physical activities more often than sport.
- Women are more likely to participate in sport or physical activity for physical and mental health reasons and to lose or maintain weight than men.
- Men are more motivated by fun/enjoyment and social reasons than women
- For adults, up to middle-age, time pressure is by far the main barrier to participating in sport or physical activity. Poor health or injury then also becomes a main factor.
- Sport clubs are the primary avenue for children to be active (except for children aged 0–4, who are more likely to be active through other organisations).
- Sport clubs are not the main choice for participation in sport or physical activity in Australia for adults aged 18 years and over
- One of the main conclusions from the research related to the gradual diminishing participation in formalised club based sport and the growth in personal fitness, walking and general health and wellbeing. The development of Leederville Oval will need to consider these trends as the project evolves.

## 4.2 AFL Guidelines

The AFL have produced a series of guidance notes in relation to the development of various levels of infrastructure (state, regional and local). These include:

- AFL Preferred Facility Guidelines for State, Regional and Local Facilities 2012 and AFL Preferred Facility Guidelines Addendum – Amenities for Unisex Use (July 2015). These were subsequently replaced in 2019 by an updated version which incorporates both of the previous guidelines and provides greater clarity on gender diverse changing room, showers and toilets.
- AFL Venue Guidelines: AFL and AFLW Matches (Pre-Season Match Facility Guidelines 2018)
- AFL Information and Communications Technology Guidelines 2018
- AFL Televised and Non-Televised Professional Level Lighting Guidelines

It is to be noted that the facility guidelines in respect of state level infrastructure are minimum requirements and do not necessarily reflect those spatial requirements necessary to support current WAFL administrative staff, programs, zonal development initiatives and potential income generating opportunities. Both EPFC and SFC were requested to comment on the spatial requirements below and provide commentary on their future needs during this process. It became clear that both clubs required spectator and functional facility requirements above the minimum requirements identified below. In addition, the potential to utilise the site for AFLW games was raised as an important consideration which may attract external funding through the AFL. Where infrastructure is required to service at a state level, this is referenced as core. Where infrastructure is required to service both a WAFL and AFLW games (but are identified as non-core facilities for state provision) these are identified as Core for WAFL and AFLW. These were subsequently worked up to form the basis of a more detailed specification following the stakeholder and community consultation process.

Table 4: Grandstand and Club Requirements (Minimum): 2019 preferred minimum sizes (core and optional) and additional 2018 AFL and AFLW Facility Guidelines

	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m <sup>2</sup> )	Core or Optional Facility Component
<b>Main Pavilion</b>	<b>WAFL Level Category 4 specification</b>	<b>References</b>	<b>State League</b>	<b>State League</b>
<b>Amenities (Player toilet/showers)</b>	1 x toilet cubicle 2 x urinals 1 x hand basin 4 x showers 4 x portable ice baths	Players Wet Area Wet area to be located adjacent to or in close proximity to the player change room facility	35m <sup>2</sup> x 2	Core

	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m <sup>2</sup> )	Core or Optional Facility Component
<b>Change Rooms</b>	85m <sup>2</sup>	A secure Change room area in size Seating for Players and Staff (30) Lockers/appropriate apparel cabinetry for players and staff (30) Refrigerator with minimum capacity of 240 litres	80m <sup>2</sup> -90m <sup>2</sup> x 2 x 2	Core
<b>Prayer Room</b>	?	Each venue to provide a private, clean room or area available for patrons of all religious denominations for use on match day.		
<b>Doctors Room</b>	10 m <sup>2</sup>	The Operator to provide a medical room for each AFL Club located adjacent to, or within, the team facilities. A clean private room with vinyl flooring and doors and corridors leading to the room wide enough to allow access for ambulance trolleys, stretchers and wheelchairs (double door access from medical room to field of play and ambulance)	15m <sup>2</sup> x 2	Core
<b>Massage/ Strapping Room</b>		The Operator must provide a private area within the team change facility with a minimum of six (6) massage tables.	20m <sup>2</sup> x 2	Core
<b>External covered viewing area</b>			150m <sup>2</sup>	Core
<b>Gymnasium/ Fitness Room</b>			46m <sup>2</sup> +	Core
<b>Kitchen &amp; Kiosk</b>			40m <sup>2</sup>	Core
<b>First Aid/ Medical Room (Public Access)</b>			15m <sup>2</sup>	Core
<b>Office/ Administration/ Meeting</b>			25m <sup>2</sup>	Core
<b>Public Toilets</b>			Male 17m <sup>2</sup> , Female 17m <sup>2</sup> , Disabled 9m <sup>2</sup>	Core

	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m <sup>2</sup> )	Core or Optional Facility Component
<b>Storage (internal and external)</b>			22m <sup>2</sup> +	Core
<b>Social/ Community Room</b>			200m <sup>2</sup>	Core
<b>Third umpire/ match referee/ venue management room</b>			15m <sup>2</sup>	Core
<b>Timekeeping/Scorers Box</b>	Seating - 4	The Operator must provide the following box for the AFL Official Statisticians: Elevated central position between both 50 metre arcs with clear unrestricted view of playing arena. Tiered seating capacity with desktop provision.	15m <sup>2</sup>	Core
<b>Umpires Rooms (including toilet and showers).</b>	45 <sup>2</sup> m Seating - 14	A secure Change room area. Refrigerator with a minimum capacity of 120 litres. Separate change room with lockers/ cabinetry for female umpires/ officials including a minimum of one (1) shower and one (1) toilet located within or adjacent to other umpires and officials change facilities. Area adjacent to the umpires change rooms to enable team sheets to be submitted to match day official with table and 2 chairs.	40m <sup>2</sup>	Core
<b>Wet Area</b>	1 x toilet cubicle 2 x urinals 2 x showers 2 x ice baths	Area to be located adjacent to or in close proximity to the umpire change room facility		Core for WAFL and AFLW
<b>Utility/ Cleaners Room</b>			5m <sup>2</sup> +	Core
<b>Corridors</b>			84m <sup>2</sup>	Core

	2018 Guideline Requirements	2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m <sup>2</sup> )	Core or Optional Facility Component
<b>Media/ Broadcasting</b>	4 seats	<p>Be elevated and positioned in the centre of the ground (on the northern or western wing depending on ground orientation) with a minimum number of seats and benches for commentators with unrestricted view of the ground. It is particularly important that the camera position be located right on centre wing.</p> <p>Be of sufficient size to accommodate a Hosting Set, Commentary Position and minimum of two Camera Positions.</p> <p>Typical width 13.5m, depth 5m and ceiling height 3m incl Camera deck (or 9m wide if camera position in alternative location)</p>		Core for WAFL and AFLW
<b>Outside Broadcast Compound</b>	300m <sup>2</sup>	<p>A flat hard-stand surface of sufficient size to accommodate outside broadcast trucks and other broadcast vehicles.</p> <p>House a secure well-lit patch room, adjacent to the outside broadcast compound and also have provision for access to the satellite uplink location.</p> <p>Toilet facilities in close proximity.</p> <p>Parking Facilities close to the Outside Broadcast compound are to be made available for Broadcasters.</p>		Core for WAFL and AFLW
<b>Radio Boxes</b>	<p>4 (4 seat capacity minimum) 2.4m Minimum width of box Ground level seating - 2</p>	<p>Minimum no. of radio boxes with unrestricted view of ground. Each box to be located in an elevated position between the 50 metre arcs.</p> <p>Ground level seats in close proximity to the Club Interchange bench area for radio boundary side reporter</p>		Core for WAFL and AFLW
<b>Print and Online Media Area</b>	6	Seating capacity with unrestricted view of ground located in an elevated position between the 50 metre arcs		Core for WAFL and AFLW
<b>Interview / Press Conference Room</b>	15m <sup>2</sup> (10 theatre seats)	Secure room in close proximity to both team change rooms.		Core for WAFL and AFLW

2018 Guideline Requirements		2018 Guidelines – Detailed Descriptors	2019 Preferred Minimum Sizes (m <sup>2</sup> )	Core or Optional Facility Component
		Table or bench with four (4) chairs on riser at front of room for interviewees. Sufficient area behind interview table at front of room for sponsor back drop.		
<b>Auskick</b>	Space TBD	Where applicable the Operator is to provide a suitable change facility/area for Auskick participants and where possible a secure storage area for Auskick equipment. The quantity of reserved seats for Auskick participants and guardians will depend on the number of Auskick/Grid Games		

In addition to the minimum facility requirements to service the minimum state level club needs, additional guidelines are provided for spectator and match requirements associated with the main oval playing surface.

Table 5: Oval and Spectator Requirements (benchmarked against guidelines)

2018 Guidelines		2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m <sup>2</sup> )	Core or Optional Facility Component
Main Pavilion	WAFL Level Category 4 specification	References	State League	State League
<b>Car parking</b>	Competing Team Parking	(i) A secure reserved car parking space for all competing players and officials (50 per AFL team, 40 per AFLW team) or team bus transportation; and	No specific standards	Core
		(ii) Security personnel to escort players on arrival and departure from car/bus parking area to change facility		Non-core
		Match Day Official Parking – 12 umpires plus 20 match day officials		Core for WAFL and AFLW
<b>Clock</b>		The time clocks will be installed and maintained by the AFL for all Matches	Yes	Core



2018 Guidelines		2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m <sup>2</sup> )	Core or Optional Facility Component
<b>Cricket Wicket</b>			Turf only	Optional
<b>Cricket Practice Nets</b>			As required	Optional
<b>Oval Fencing</b>		All arena fence signage installed at the Venue, including but not limited to fixed, scrolling and LED, must be approved by the AFL Risk and Insurance Manager prior to the start of the AFL season. The AFL has exclusive access to the arena for all signage. No playing arena advertising signage shall be permitted except as may be required or approved by the AFL.	No specific standards	Core
<b>Public address system</b>			No specific standards	Core
<b>Reserve Fencing</b>			No specific standards	Core
<b>Siren</b>		The Venue must have an AFL approved siren system installed.	Yes	Core
<b>Spectator Seating/Grandstand</b>			No specific standards	Core for WAFL and AFLW
<b>Water Harvesting/ESD</b>			Optional	Optional
<b>Car parking</b>	Competing Team Parking	(i) A secure reserved car parking space for all competing players and officials (50 per AFL team, 40 per AFLW team) or team bus transportation; and	No specific standards	Core
		(ii) Security personnel to escort players on arrival and departure from car/bus parking area to change facility		
		Match Day Official Parking – 12 umpires plus 20 match day officials		
<b>Clock</b>		The time clocks will be installed and maintained by the AFL for all Matches	Yes	Core
<b>Cricket Wicket</b>			Turf only	Optional

2018 Guidelines	2018 Guidelines – Detailed Descriptors	2012 Preferred Minimum Sizes (m <sup>2</sup> )	Core or Optional Facility Component
<b>Cricket Practice Nets</b>		As required	Optional
<b>Oval Fencing</b>	All arena fence signage installed at the Venue, including but not limited to fixed, scrolling and LED, must be approved by the AFL Risk and Insurance Manager prior to the start of the AFL season The AFL has exclusive access to the arena for all signage. No playing arena advertising signage shall be permitted except as may be required or approved by the AFL.	No specific standards	Core
<b>Public address system</b>		No specific standards	Core

### Minimum Unisex Changing Infrastructure

The AFL Preferred Facility Design for changing facility infrastructure focus is on transforming existing amenities to cater for unisex use. This involves removing urinals and open showers and replacing with toilet cubicles and shower cubicles that allow showering and changing in privacy. Some of the basic principles include:

- Avoid open shower pillars, open stalls and glazed shower screens.
- Provide compact laminate shower cubicles with dedicated seating.
- Provide vandal-resistant fittings and fixtures such as recessed soap dishes.
- Avoid trough and individual urinals.
- Convert all urinals into individual partitioned toilet pans.
- Provide minimum 1(no) ambulant accessible toilet cubicle in each Amenities and Umpires rooms as required by current codes and standards.
- Avoid wall-hung basins with no shelf space.
- Provide vanity / shelving / ledge and mirror behind.
- Provide electrical outlets in close proximity for hair dryers.

For umpire rooms, the following are relevant:

- Provide at least 1no. ambulant compliant toilet cubicle.
- Provide seating within each shower cubicle.
- Provide bench seating in main change area.
- Provide full-height partitions.
- Provide power outlets near basin for hair dryers.
- Provide shelving / ledge near basin for personal grooming items.
- Provide sliding / roller shutter doors to divide the space.

These principles are important considerations in assessing the facility composition of any replacement facility to ensure it, as far as practicable, meets the principles of gender diversity.

### 4.3 Facility Benchmarking

Research has been undertaken into state level football facility infrastructure and the lessons learnt in respect of the consequential impact on community use; the viability of clubs and level of infrastructure desired. This is provided in detail at Appendix D and specifically refers to the redevelopment of VFL grounds and WAFL clubs where the main tenants have been football clubs with capability to provide for broader community use (events, festivals and general community activities) when not utilised by the football club(s). The critical considerations are:

- A core focus for the majority of new and emerging facility developments has been on community outcomes with state level football infrastructure, being an ancillary benefit .
- The incorporation of other business opportunities (as either sub-leases or directly operated businesses i.e. gym, coffee shop, allied health) were important in maintaining a strong income stream.
- The ability for the community to gain access to a range of shared facilities (meeting rooms, function rooms etc.) is important to ensure the site is activated throughout the week and off-season.
- The management model varied. An important component was the ability of the sporting club to influence key decisions and maintain control at key usage times (especially for match days and for training).

- Effective partnerships are critical to their success. This may include Universities, colleges, other sporting groups and health and wellbeing service providers.
- Commercial operations can be limited due to the needs of a football club. This is further compounded when the facility is shared with another club.
- The ability to generate income through functions and corporate activity is essential. These areas however need to be flexible and sound attenuation / acoustics are becoming more important.
- Funding commitments have been achieved through federal, state and local government together with funds raised through club activities. There is an expectation that the club will contribute financially to such infrastructure.
- Game day family activities and events are seen as a mechanism to attract greater spectator engagement.

### 4.4 Site Audit: Leederville Oval and Associated Facilities

A visual site audit was undertaken together with images of the current infrastructure which is provided at Appendix D. The key outputs and potential opportunities are provided in Table 6 below and specifically refer to the areas identified in Figure 1 provided in Section 1.

Table 6: Visual Audit Overview of Leederville Oval and Associated Infrastructure

Facility	Visual Audit Outcomes
<p>Area 1: Detached covered viewing area bank and overflow car parking area</p>	<ul style="list-style-type: none"> <li>• Cantilevered stand whilst appearing structurally sound is showing signs of decay. Positioned adjacent to oval boundary fence it is constructed of corrugated sheeting with four supporting columns.</li> <li>• The permanent bench seating is poor and in need of replacement. Half of the seating is uncovered.</li> <li>• Stained by bore water.</li> <li>• Elevated viewing position on grass bank with car parking overflow behind.</li> <li>• Existing mature tree (Moreton Bay Fig) which provides extensive shade on boundary with adjacent land owners.</li> <li>• Mature tree on banking behind stand.</li> <li>• Extensive area behind stand provides opportunity for re-aligned car parking and servicing of site. Care will need to be exercised to integrate mature trees within any development.</li> <li>• To gain access to the main grandstand requires spectators to walk through the stand.</li> <li>• A floodlighting pylon is located to the south of the stand.</li> </ul> <p><b>Opportunity:</b> Rationalise the area through the replacement of the covered grandstand and providing access from the top bank through to the main grandstand and spectator viewing area. Re-alignment of car parking and access.</p>
<p>Area 2: Northern gate, banking and terracing</p>	<ul style="list-style-type: none"> <li>• Currently the main gated entrance from the Loftus Recreation, Library and Civic Centre car park.</li> <li>• Access is narrow but both vehicular and pedestrian access can be achieved from the adjacent car parking area.</li> <li>• Banking is elevated above the oval with a slight incline from the gate to a series of 0.5 metre high limestone terrace beds.</li> <li>• Limestone steps provide access to the wide grass apron and edge of the fenced oval within which one floodlighting column is positioned.</li> <li>• The top part of the banking provides a relatively open area covered in wood chip which is used to gain access by event service vehicles (food and drink wagons).</li> <li>• The spectator gate provides a permanent shade structure but is old and provides paying access during match days with no box provision for employees. The area can be gated to funnel spectators through the turnstile area and around the ground.</li> </ul>

Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> <li>To the bottom of the woodchip area is a bound path which leads to the end of the terracing (adjacent to a retaining wall overlooking adjacent buildings and access road to the west) and along the eastern boundary of the oval.</li> <li>The grassed area is well maintained but none of the terracing has any permanent shade.</li> <li>The boundary fencing is chain link and posts (approx. 2m in height).</li> <li>The edge of the area (to the west contains a retaining wall and advertising with 5m chain link fence behind the football goals.</li> </ul> <p><b>Opportunity:</b> The most prominent position on the site. Options include family activity area, play equipment, hardstanding for game day and event infrastructure. Elevated stage or viewing area with option to provide shade infrastructure. Potential to regrade the banking and provide a more effective link through to the main grandstand and car parking area. Improved gate entry statement and event profile. Activation of this area by pedestrians from surrounding through the existing car park needs to be considered.</p>
<p>Area 3: Eastern terracing adjacent to Loftus Centre</p>	<ul style="list-style-type: none"> <li>A narrow area of spectator terracing with a footpath running north to south against a planted 1.5m to 2m high limestone wall between the oval site and Loftus Recreation Centre, Library and Civic buildings. The terracing consists of limestone steps and grass banking (5 steps, slimming down to three steps in the south-east corner where the grass bank extends out)</li> <li>The footpath provides access to maintenance vehicles, pedestrians and cyclists.</li> <li>Steps from the Leederville Oval site lead to Loftus Recreation Centre and a small synthetic futsal area.</li> <li>One floodlighting tower is present within the grass banking area which leads down to the oval surround fencing.</li> <li>The narrow spectator area has no shade and limited spectator infrastructure.</li> </ul> <p><b>Opportunity:</b> Incorporate terracing more effectively with adjacent Loftus Recreation Centre and alternative controlled entry to rear of building. Provision of shaded spectator viewing off the raised limestone wall (natural and shade sails) and potential seating areas. Re-alignment of terracing to provided elevated viewing above the oval.</p>
<p>Area 4: South-eastern banking, public toilets and access to Civic Centre</p>	<ul style="list-style-type: none"> <li>Located adjacent to the eastern terracing the area incorporates a public toilet block (Leederville Oval East Toilet Block which is open at weekends only).</li> <li>The toilet block backs onto a child care centre and fronts the adjacent footpath which also runs to the north of the toilet block and south of the civic building.</li> <li>The toilet block is structurally sound although in need of repointing in areas.</li> <li>The footpath which runs past the toilet block to the south bends past a car parking area to a gated exit point.</li> <li>Adjacent to the gated exit is a floodlight pylon.</li> <li>Within the Leederville Oval site, the grass bank gradually slopes towards the fenced oval towards the rear of the goal area.</li> </ul> <p><b>Opportunity:</b> Replacement of the existing toilet block with controlled access units open seven days per week. Expanding the footpath link and integrate terracing with area 3. Activation of this area through the site is to be the main focus.</p>

Facility	Visual Audit Outcomes
<p><b>Area 5: Southern oval and footpath adjacent to Vincent Street</b></p>	<ul style="list-style-type: none"> <li>The dual use path connects with Vincent Street and to the southern portion of Leederville Oval.</li> <li>The Moreton Bay Fig Tree in the road verge dominates the area with historic signage identifying the past and current use of the oval (previously wetlands and market gardens until the development of the ground as an oval in 2015).</li> <li>High chain link fencing, mature vegetation and advertising hoardings block the most prominent view of the site from the only highly trafficked road which borders the site.</li> </ul> <p><b>Opportunity:</b> Consideration of opening up the visual amenity to the oval and increase the sites presence within the street scene.</p>
<p><b>Area 6: Department of Local Government Sport and Cultural Industries Building (leased)</b></p>	<ul style="list-style-type: none"> <li>A relatively modern structure which currently houses the government department on a medium term lease from the City of Vincent.</li> <li>The facility provides undercroft car parking for users of the building and some secure above ground car parking.</li> <li>The prominent location of the building at the main road entry point to Leederville Oval lends itself to be incorporated within the Master Plan.</li> </ul> <p><b>Opportunity:</b> Consideration of potential future use of the building as part of an extended WAFL Centre of Excellence (coaching, Umpire Development, Women’s Football). All subject to discussion with DLGSC.</p>
<p><b>Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC)</b></p>	<ul style="list-style-type: none"> <li>The main access off Vincent Street is narrow and affords limited opportunity at present to increase the profile of the site.</li> <li>The covered Phil Matson Gate which is set back from the entry off Vincent Street is the main spectator access entry point to the south of the site.</li> <li>The narrow access road and car parking to the rear of the main grandstand is impacted upon by an old toilet block (Leederville Oval West Toilet Block which is open on gamedays only).</li> <li>Car parking is heavily constrained by limited maneuvering space, ad hoc storage and external grandstand accessibility.</li> </ul> <p><b>Opportunity:</b> Re-alignment of site entry off Vincent Street to increase profile of the site for gameday and events. Re-align current car parking (subject to redevelopment of grandstand and integration of public toilets within built infrastructure. Improve boundary treatment with adjacent sites. Increase visibility of internal infrastructure to Vincent Street.</p>
<p><b>Area 8: Main grandstand and administrative base of SFC and EPFC</b></p>	<p><b>External:</b></p> <ul style="list-style-type: none"> <li>The main grandstand comprises of a series of raised seating areas which are accessed by external steps with handrails.</li> <li>There are two dedicated and elevated viewing areas to the north and south of the grandstand which provided dedicated club seating for Subiaco and East Perth Football Club members (immediately to the front of their dedicated function areas. The cantilevered roof covers approximately two thirds of the seated area.</li> <li>The central stand provides additional elevated seating which also includes media access (Jack Sweet Media Centre). The cantilevered roof covers approximately two thirds of the seating (folded seating).</li> </ul>

Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> <li>• Beneath the main grandstand exists the central changing area and central race.</li> <li>• To the front of the central grandstand is a partly covered seating and standing area. The majority of the ground floor in front of the extended grandstand is for standing spectators.</li> <li>• Viewing from the elevated spectator areas is generally good across the oval. However, viewing from the areas (corporate) from behind the seating is extremely constricted in areas due to the ad hoc development of the stand and internal configuration. This does not permit unhindered views across the oval.</li> </ul> <p><b>Subiaco Football Club:</b></p> <ul style="list-style-type: none"> <li>• Internally the administration and office area are located within the northern part of the main grandstand. The entrance lobby leads into the large reception area and 'Hall of Fame'/trophy display area.</li> <li>• Offices, main boardroom and subsidiary meeting room is located off the main reception area. This also provides access to staff kitchen toilets and relatively large areas for equipment/ merchandise storage. The general office area is open plan with up to 5 dedicated office areas and additional partitioned stations for administration, football and program staff.</li> <li>• The Don Carter Room (subsidiary meeting room) provides access for external users off the car park.</li> <li>• Access to the main function room and board room is via an internal stairwell leading into the extensive first floor function room.</li> <li>• The function room incorporates a bar and presentation stage with a view over the oval.</li> <li>• Player photographs and achievements are placed around the room on the wall.</li> <li>• Adjacent to the main function area is an outdoor function area which has been covered with a principle view towards the TAFE site and stepped access to the oval (the view over the oval is extremely limited. This area can operate independently with an outdoor bar and seating area.</li> <li>• The function areas can be accessed from the external seating areas. Internal HVAC systems are visible in the main function area. Viewing across the oval is restricted by the adjacent stand.</li> <li>• The function areas are supported by a commercial kitchen on the west side.</li> <li>• Between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill bar for gamedays. The functionality of this area is extremely restricted for SFC.</li> <li>• The general appearance of the main function area and outdoor bar space is of a reasonable quality facility. The view across the oval however from all areas and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs).</li> <li>• On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms.</li> <li>• The gym is located just beyond the main warm-up area</li> </ul>



Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> <li>• A dedicated ice bath and spa is provided together with showers.</li> <li>• A tiered lecture theatre is provided for team briefings with individual permanent seating provided.</li> <li>• Lighting throughout is of fluorescent strips.</li> <li>• Access to the football department is relatively controlled although lacks passive surveillance. Access internally to match viewing areas and a coaching box is provided from the player areas.</li> <li>• The level and provision of space is above recognised AFL state level infrastructure and although of a higher standard than EPFC still has significant limitations (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage).</li> </ul> <p><b>East Perth FC:</b></p> <ul style="list-style-type: none"> <li>• Internally the lower ground office and administration space has undergone some refurbishment but is generally open plan with dedicated cubicles for administration, football staff and program operators.</li> <li>• Front of house reception and trophy cabinet is obtained off a lobby area with offices and meeting rooms behind.</li> <li>• Access to the main function room and board room is via an internal stairwell leading into the first floor function room.</li> <li>• The function room incorporates a bar and presentation stage with a view over the oval.</li> <li>• Historic achievements are placed around the room on the wall.</li> <li>• A board room is located off the function area to the south.</li> <li>• Both the function areas and board room can be accessed from the external seating areas. Internal HVAC systems are visible.</li> <li>• As referenced above, between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill member use for gamedays.</li> <li>• The function areas are supported by a commercial kitchen on the west side.</li> <li>• The general appearance is of a dated facility in need of significant uplift (internal refurbishment) The view across the oval from the function area and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs).</li> <li>• Access to storage is constrained both within the function/corporate/ membership areas and in the football playing areas on the ground floor.</li> <li>• On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms.</li> <li>• The gym is fitted in a matted area with cardio and weights equipment.</li> <li>• A tiered lecture theatre is provided for team briefings.</li> </ul>

Facility	Visual Audit Outcomes
	<ul style="list-style-type: none"> <li>• Lighting throughout is of fluorescent strips.</li> <li>• The level and provision of space is above recognised AFL state level infrastructure but the quality of provision is poor (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage).</li> <li>• Access into the football department area is relatively unconstrained and there is a lack of passive surveillance to provide added security.</li> </ul> <p><b>Opportunity:</b> Complete redevelopment and integration of two football clubs. Elevated viewing both internally and externally to have unfettered views across the entire oval. Increased corporate opportunity shared between the two clubs designed to provide flexible space which can be split into membership areas, corporate hospitality and general public access. Co-location of shared infrastructure where possible whilst maintaining the identity of each club. Both clubs having independent administrative space, Hall of Fame, reception and membership. Duplicate unisex football facilities (changing, strapping, medical, gym, football department, ice bath areas, showers etc.) to perform home and away functions on match days.</p> <p>Additional commercial/retail/office accommodation to be considered together with potential additional tenants to offset operational costs.</p>
<p><b>Area 9: Western entry to site from TAFE</b></p>	<ul style="list-style-type: none"> <li>• A gated access with signage on the Leederville Oval side indicating area is for staff parking only and a penalty of up to \$200 for any unauthorised parking.</li> <li>• A permanent turnstile for matchday entry is provided adjacent to the gate which is covered and protected on two sides by Perspex sheeting.</li> <li>• Area is fenced by rusted 2 metre high chain link fencing with barbed wire above.</li> </ul> <p><b>Opportunity:</b> Consideration of alternative access provision through TAFE (subject to discussion with TAFE) and enhanced boundary treatment. Alternative off-site parking provision and pedestrian access on matchdays through a redeveloped gate area.</p>
<p><b>Area 10: The football oval and floodlighting</b></p>	<ul style="list-style-type: none"> <li>• The north-south orientation of the oval is the ideal positioning for football and provides the optimum viewing alignment.</li> <li>• The bowl around the oval provides the ability to bring in substantial event overlay if required.</li> <li>• The pitch condition prior to the start of the season looked excellent although both clubs have expressed concern with excessive wear and tear and potential drainage issues. The distribution of storm water from the adjacent Loftus Centre to the top third of the oval would not assist.</li> <li>• Floodlighting columns are recognised as being substandard for current football use and will require an upgrade.</li> </ul> <p><b>Opportunity:</b> Consideration of complete redevelopment and replacement of oval and floodlighting to meet modern state level requirements, increase playing and training capacity of oval and to address sting nematode infestation.</p>

## WHERE DO WE WANT TO BE?

Following the assessment and benchmarking process further consultation and dialogue was held with the Project Control Group. This was initially focussed on the vision for the site and the development principles. It then considered some of the initial development options related to the needs of the two football clubs, particularly with regard to their ongoing operations in developing their WAFL business. This is presented below.

### 5. Initial Consultation Process

Initial consultation has been held with the Project Control Group consisting of the two football clubs, officers from the City of Vincent, the consultant, representatives from the Western Australian Football Commission (WAFC) and the Department of Local Government, Sport and Cultural Industries (DLGSC). The main considerations identified within the meeting were:

- The future of the two football clubs is yet to be determined:
  - SFC indicated that they are committed to remaining on site
  - EPFC indicated that they were still to determine their future business model following their recent decision to cease operating the West Coast Eagles alignment.
- Both clubs expressed a need to increase the ability to generate a financial return from the Leederville Oval site on a regular basis
- DLGSC indicated that their current building should be incorporated as a consideration of the future development of the ground and part of the Master Plan.
- WAFC indicated that the Master Plan was part of an ongoing commitment to review and invest in the long term future of the WAFL. A review of the future of the WAFL is to be undertaken in 2019 and it is anticipated that the clubs will remain, but the overall business model is likely to change.
- All recognise the infrastructure (built) is past the end of its useful life.

Consultation was undertaken internally within the City of Vincent with the Senior Executive and Elected Members who confirmed the approach which needed to be considered for the site. This included:

- Football is key to the sites short to medium term future.
- Community accessibility needs to be improved both to and within the site. Enhance pedestrian links to and within the site and assess the potential to create a Town Centre Park.
- Event capability needs to be explored (small community events and festivals).
- The current buildings are not worthy of retention due to inherent deficiencies related to health and safety, structure, disability access compliance, servicing and functionality.
- There is a need to upgrade floodlighting.
- Opportunities to improve relationships with neighbouring sites should be explored and in particular integrating those uses with the development of the broader precinct.
- Opportunities to increase or introduce new revenue to the site and key tenants should be explored.
- The outcome of the master plan should provide a sustainable business model.

Initial consultation undertaken independently with each club identified the following critical considerations:

- The need to cater for existing staff and future growth is important.
- A full rebuild of the grandstand and surrounds provides an opportunity for commercial development for the benefit of both clubs.
- Current servicing costs (power) are particularly high and need to be addressed.

- The capacity of the oval is limited and there will still be a need to explore alternative options for training and competitive games to facilitate their expanded team program (particularly with the introduction of a women's team for both clubs). This is compounded by the current drainage on site which renders the use of the oval unplayable at times during winter.
- The master plan must deliver a more welcoming community offer.
- Car parking options to generate revenue should be explored.
- The DLGSC building is fundamental to the site development.
- The option for clubs to secure freehold should be considered.
- The connection through to Vincent Street and Oxford Street will need to be resolved. This may present opportunities for retail and other commercial developments.

Further to the PCG member input, discussions were undertaken with the consultants (GHD Pty Ltd) undertaking the broader Leederville Activity Centre Plan. Options which were initially mooted to be considered at Leederville Oval included:

- Potentially changing the land use of the surrounding area
- Relocating the civic centre and library elsewhere
- Reconfiguration of the recreation centre entry point and profile adjacent to the oval.
- Incorporate a different vision for the surrounding land which may include disposal of land for residential development or alternative mixed-use opportunities.

These approaches were supported through the initial Leederville Activity Centre Planning Reports which would inform a subsequent engagement process which is to run beyond the development of this Master Plan.

The Initial stakeholder consultation outputs are provided in detail at Appendix E.

## 5.1 Summary Conclusions: Vision for the Site

Following the initial assessment by the PCG it was determined that the vision for the site should be:

*The development and delivery of a connected formal and informal active recreation and sporting space within a Town Centre location, which will be accessible to all, safe and sustainably managed for the benefit of the community and sporting clubs.*

The initial feedback indicates that for the next decade or more the following components are going to be critical to the evolution of Leederville Oval:

- The site will be the home to the EPFC and SFC WAFL clubs and requires sufficient/appropriate infrastructure to enable the game to grow and develop.
- The site should provide a training, developmental and competition base for both the WAFL and WAWFL.
- The ability to commercialise aspects of the Leederville Oval site will be essential if the long term future of the WAFL clubs is to be secured.
- Existing infrastructure is substandard and should be re-developed in a staged and cost effective manner to meet the needs of the key tenants and also the broader needs of the community.
- Wherever possible the collocation of infrastructure should be incorporated to ensure the development is viable, cost effective and efficient.
- The future development must be cognisant of ongoing asset management, repairs and renewals and should not seek to develop infrastructure that is not substantiated by an explicit need.

- The Leederville Oval site should provide the capability (servicing, accessibility, permanent and temporary infrastructure) to operate small, medium and large community events in a cost effective and efficient manner.
- The interface with adjacent users should be considered as a fundamental outcome of the Master Plan.
- The profile of the site and its use will need to be enhanced to increase its marketability and accessibility.
- Partnerships with other potential user groups and neighbouring landowners/users should be explored to maximise the potential opportunity to activate the oval and associated infrastructures use. This is particularly important with the DLGSC, Loftus Recreation Centre and neighbouring TAFE activities.
- The integration with the City’s Activity Centre planning process is essential to ensure a consistent approach is adopted across all planning processes.
- Enhanced spectator and game day activities which can support alternative site uses should be considered as a fundamental part of the Master Plan.

It was on the basis of this approach that the more expansive club and community consultation process was undertaken.

## 5.2 EPFC and SFC Facility Requirements

The broader development principles and development options have been identified in Section 4.4 and 5.1 above. This however has not fully taken into account the requirements of the two existing WAFL clubs. In order to meet their ongoing needs, it was important to establish a broad specification and floor area which could be incorporated within a redeveloped grandstand (as a core component of the overall site development). This necessitated a review of their existing space, its functionality and potential future needs. Both WAFL clubs were requested to identify the preferred facility composition and the rationale for inclusion was assessed against the minimum AFL standards for state level infrastructure, having regard to the extent of playing, coaching, player development, administration, zonal and game day staff.

A combined specification is provided below at Table 7. It is to be noted that the spatial requirements reflect a combination of current club areas together with the guidelines provided by the AFL (previously referenced in Section 4.2) in respect of state level infrastructure. For the purposes of this table, dedicated space for each club is identified together with combined shared infrastructure. In some cases (such as changing room space which provides home and away provision) the dedicated area for each club is identified and the combined figure is provided as shared infrastructure. In other circumstances, where the club is the only user, a shared infrastructure figure is omitted.

Table 7: Indicative Specification for Grandstand accommodating WAFL Club requirements

Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
<b>AREA 1 Main Grandstand</b>				
Amenities (Toilets / Showers)	88	88	176	In accordance with AFL State level requirements this space is identified as 70m <sup>2</sup> in total. This does not take into account the current space both SFC and EPFC benefit from. This incorporates toilets, showers and spa bath areas. The amenities will need to cater for unisex.

Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Change Rooms	148	148	296	2 x 80m <sup>2</sup> changing facilities for home and away lockers for 2 teams playing each other (each changing room acts as the home changing room for SFC and EPFC respectively) This figure also includes a warm up area combined with the locker space which is not in accordance with AFL State level requirements (which references players room). The change rooms will need to cater for unisex.
Doctors Room	0	0	15	Incorporating secure storage/drugs area for testing. In accordance with AFL state level guidelines.
Massage / Strapping	40	40	80	AFL guidelines suggest a combined total of 40m <sup>2</sup> but does not reflect current club provision.
Gymnasium / Fitness	200	200	400	Current AFL guidelines suggest 50m <sup>2</sup> +. This does not reflect current club provision. Consideration will need to be given to whether the gym space could be shared or combined as a commercial entity.
Kitchen / Kiosk	60	60	20 (additional)	AFL Guidelines indicate a space of 40m <sup>2</sup> . Current provision is 50m <sup>2</sup> for the commercial kitchen for each club. It is anticipated that a shared kiosk could be incorporate whilst the commercial kitchen and associated areas to service each clubs function space will need to be increased. 20m <sup>2</sup> is identified for the shared kiosk space
First Aid / Medical	0	0	15	As per AFL Guidelines
Office Administration	250	250	0	Basic 25m <sup>2</sup> identified within 2012 AFL guidelines. This accommodates a minimal staff level. Generally, to accommodate permanent staff, a minimum of 6.5m <sup>2</sup> for each user is required. Rooms are required for meetings and occasional staff. EPFC have suggested 294m <sup>2</sup> for all staff offices and meeting room space. It is considered that with more efficient use of space 250m <sup>2</sup> would accommodate each clubs' individual needs (including for coach and player consultation space/rooms).
Public Toilets	0	0	100	Identified in AFL guidelines as 45m <sup>2</sup> minimum but does not reflect current

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Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
				public toilet allocation on site. Public toilets can be shared
Storage	70	70	0	Extended from 2012 guidelines to take into account all club administration storage areas and storage for football dept. This has been modified down from a request by EPFC to double current storage to 100m <sup>2</sup> .
Social Community Room (Members Bar)	350	350	400	AFL Standard is 200m <sup>2</sup> . EPFC have confirmed that the current: Members Area is 650m <sup>2</sup> with an additional function facilities area 300m <sup>2</sup> for game day. Ideally, they have suggested they require larger function spaces for their increasing facilities business. The Members area needs to accommodate 300 guests seated on 30 round tables, a Sponsor's Lounge function room for 250 guests standing, and a board room for 40 guests seated at 9 round tables. All three rooms to be air conditioned as per health standards. This has been split to accommodate both clubs and the potential to commercialise the space during the week.
Third Umpire	0	0	15	In accordance with AFL standards
Timekeepers	0	0	15	In accordance with AFL standards
Umpires Room	0	0	40	In accordance with AFL standards (includes shower and toilets)
Utility / Cleaners Room	0	0	30	AFL Standard is 5m <sup>2</sup> which would be substandard for the venue. EPFC have suggested 30m <sup>2</sup> which ideally should be shared.
Reception / Foyer	20	20	0	Reception desk for each club etc.
Hall of Fame / Display Area	20	20	0	Display of achievements, best and fairest, fags, photographs etc. (on entry)
Merchandise / Membership	20	20	0	Ticket sales etc. Potential to share should be explored
<b>Other Potential Spaces (Those not included are deemed to be incorporated in the above infrastructure)</b>				
Player analysis and review room	0	0	0	Generally accepted as a necessary requirement for state level infrastructure but could be combined with other areas to maximise use of space.

Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Coaches Offices	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area
Theatre Room	50	50	0	Generally accepted as a necessary requirement for state level infrastructure
Match Cttee Room	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Laundry Room	0	0	14	Laundry room potentially to be shared by both clubs if deemed necessary.
Home and away wet ice baths	0	0	0	Considered as part of the change room configuration.
Football Staff Offices	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Staff Toilets	15	15	0	Essential to service staff within the club administration
Staff Room	20	20	0	Essential to service staff within the club administration
Board Room	0	0	0	Essential component for club meetings but potentially could be incorporated with administration area.
Media / Broadcasting	0	0	20	Essential for current media requirements and 2018 pre-season AFL game guidelines
Radio Boxes	0	0	20	Essential for current media requirements and 2018 pre-season AFL game guidelines
Media / Print and Online	0	0	25	Essential for current media requirements and 2018 pre-season AFL game guidelines
Interview / Press conference room	0	0	15	Essential for current media requirements and 2018 pre-season AFL game guidelines
<b>Total</b>	<b>1,351</b>	<b>1,351</b>	<b>1,696</b>	
<b>Overall Floor Area</b>	<b>3,446 m<sup>2</sup> (Excluding Circulation Space)</b>			
<b>AREA 2 - External to main building</b>				
External Covered Viewing Area	0	0	1,000	Indicative standing and seating area for members and corporates
Coaches Box (2)	15	15	30	In accordance with 2012 guidelines plus optimum figure desired by EPFC.



Facilities	EPFC Dedicated area	SFC Dedicated Area	Shared Space	Rationale
Interchange Benches (2)	8	8	16	In accordance with 2012 guidelines
Interchange Steward / Umpires / Officials Box	0	0	5	In accordance with 2012 guidelines
Storage	0	0	10	External storage for game day equipment - larger area could be justified
Maintenance Area	0	0	20	To facilitate club pitch and building maintenance
External facing bar area	0	0	20	Complements kiosk and game day activities - essential
<b>Total</b>	<b>23</b>	<b>23</b>	<b>1,101</b>	
<b>Overall Floor Area</b>	<b>1,101m<sup>2</sup> (Excluding Circulation Space)</b>			
<b>AREA 3 - Pitch and Lighting</b>				
Relaying of Pitch, reticulation and improvements to sub-surface (full redevelopment based on m2)			Full Oval	Complete replacement of current surface based on industry benchmarking.
Floodlighting (500lux - 40m light poles, 100 light fittings)			4 Lighting Poles	Required for standard of play and tv requirements
<b>Total</b>			<b>0</b>	
<b>AREA 4 - Commercial Space for income generation</b>				
Café		60	60	Café could support activation of the space throughout the week and be an additional income generator for the club if operated as a franchise (i.e. limit risk)
Retail	TBD	TBD	TBD	
Commercial Lets	TBD	TBD	TBD	
<b>Total</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	

The spatial components identified by the football clubs were then used as the basis for developing a master plan which could accommodate the clubs detailed requirements. It must however be stressed that while the specific facility areas and spatial components are identified, the Master Plan will; merely take these areas in total to ensure sufficient space exists within the grandstand to fulfill the clubs requirements.

## HOW DO WE GET THERE?

### 6. Consultation Outputs

The second phase of the consultation process included a more intensive approach of:

- One to one consultation with nominated organisations/agencies, individuals and neighbouring users of the Leederville Oval Site.
- Briefing of nominated working groups within the City of Vincent undertaken by City of Vincent staff.
- A community on-line questionnaire which closed on 22<sup>nd</sup> April 2019.
- Leaflet drops at WAFL and pre-season AFL games notifying spectators/users of the on-line survey to complete.
- Consultation with the consultants (GHD) responsible for developing Leederville Activity Centre Plan
- Workshop with Leederville Connect on 1<sup>st</sup> May 2019
- Elected state and federal representatives.

The detailed output from the consultation process is contained at Appendix F.

#### 6.1 Nominated Organisations Agencies

A summary of the key outputs from organisations and agencies consulted is provided in Table 8 below:

Table 8: Overview of Consultation outputs

Consultee	Interest	Requirements
<b>Foyer Oxford</b>	An integrated learning and accommodation setting for young people, aged 16 – 24 years, who are at risk of or experiencing homelessness.	Visual access allowing the free flow of human traffic into and out of Leederville Oval. Better use of banks including an edible landscape on the wood chipped area. Greater integration.
<b>Leederville Early Community Childcare (LECC)</b>	A long day care centre catering for 0-5 year olds. It operates from 7.30am to 6.00pm and is licensed for 64 children and 27 staff (20FT/7PT).	Shading, particularly on Vincent Street side. Better or more visual access for the public into and out of Leederville Oval. Better use of the wood chipped area. Better relationship with the clubs – going/watching/playing. Forums to bring the precinct together. Some good individual relationships exist but there is not a holistic approach.
<b>Loftus Community Centre</b>	A 60 child 3+ kindy. It has several different size hire out rooms for community use and a toy library. The Centre caters for Seniors' activity and is staffed Monday to Friday from 9.00am to 3.00pm but has 24/7 access.	Visual access allowing the free flow of pedestrians from Vincent and Oxford Street through to the Centre's car parks and vice versa. Better relationships with Football Clubs and use of their facilities and personnel. Shade on the banks.

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Consultee	Interest	Requirements
<b>Mt Hawthorn Kindy (Margaret's)</b>	Caters for 3-4 year olds with a maximum 60 children per day. The Kindy operates over a 5 day fortnight.	Fences remain important to keep the children in and strangers out. Some or all of the wood chip area could be made into a shaded playground area for different age groups which the Kindy would consider using.
<b>North Metro TAFE</b>	NM TAFE itself occupies a large portion of the surrounding Leederville Oval buildings taking up approximately 25% of the space. They use the oval under an arrangement with the City and football clubs.	More use of the oval area. Currently restricted to the eastern side of the oval. The wood chip area should be utilised better to draw people into Leederville Oval. An outdoor gymnasium could form part of a new development along with a playground or even a garden. Shaded areas. Water fountains. More visible entrance points.
<b>School of Isolated and Distant Education (SIDE)</b>	While its main activity is online education, it does have approximately 130 students on campus over the week (Year 7 to Year 12) along with 165 staff, the majority of which are full time	Fences remain important for car parking purposes. Believes it should be used more by the community and need to be accessible and inviting with modern facilities. SIDE believes it would still not be a user of the space even if it were modernised.
<b>Gymnastics WA</b>	Caters primarily for 5-12 year old girls and is primarily a competition venue attached to the Loftus Centre. They are in the 12th year of their current facility with 8 years to go on the lease	Access from the back of the Gymnastics facility to Leederville Oval would be useful. An easier thoroughfare from Oxford and Vincent Streets through to the Loftus Centre would be desirable. Shaded areas. Increase car parking. More visible entrance points. It is unlikely Gymnastics WA would use the fields or banks of Leederville Oval for training or competitions.
<b>Dept of Local Government, Sport and Cultural Industries</b>	State government department residing in the old Department of Sport and Recreation building on Vincent Street.	Authorised use of parking amongst the various stakeholders. Shaded areas. Landscaping and better use of available space around banks. Updated grandstand more suitable for WAFL games. DLGSC see a possibility of expanding their current footprint across the fenced carpark and through to the Grandstand. This space could be multi use.
<b>Loftus Recreation Centre / Belgravia</b>	Belgravia operates the Loftus Recreation Centre which is staffed from 7.00am to 9.00pm and has a 24/7 gym (1,400 members) and health club, café, crèche and 4 full size courts catering for basketball, netball,	Access from the back of the Rec. Centre facility to Leederville Oval would be useful to create an integrated sports precinct. Security would need to be considered. Shaded areas. Landscaping (not just woodchips) and better use of available space around banks. Authorised use of car parking.

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Consultee	Interest	Requirements
	volleyball and indoor soccer	More visible entrance points.
<b>Noongar Sports Association</b>	The association is not currently based within the Leederville Oval precinct but see it as a perfect venue for it to set up its operations.	Noongar Sports Association do not really have a view on the current status of Leederville Oval other than they know it is an ageing facility but, more importantly, they believe by having a presence at Leederville Oval, they will enrich the activity and culture of the precinct.
<b>Leederville Connect</b>	A representative body coordinating responses to the design and development of projects within the Leederville Precinct.	Connectivity and the interface to greater Leederville is critical Continue Scarborough Beach Road/ Greene Street intersection bikeway Access point through NM TAFE - SIDE and Oxford Foyer (Currently a SIDE car park) An interactive space and having art/ sculptures that can change over time. Recognise wetland belonging to the Noongar people. Turn Grandstand into apartments Space to children and families.
<b>John Carey MP</b>	Former Mayor of Vincent	Greater integration with the Leederville Town Centre and Vincent/Oxford Streets. Greater utilisation of the site. Car parking should not be seen as an issue because the precinct is serviced very well by public transport Additional density on the precinct, particularly in the form of residential and mixed use.
<b>AFL</b>	Option to use the venue as a Marquee Venue for AFLW	Require improvements to lighting towers for televised games. Need to enhance changing facilities to meet gender diverse obligations to comply with AFL guidelines. Investment may be provided to improve the oval condition, lighting and changing infrastructure. A need for a geotechnical report is essential to confirm approximate costings for the oval improvements.
<b>Event and Promoter Consultation</b>	Operations of major concerts and community events	The site is currently suitable for a range of events. The critical issue is the approval process undertaken by local governments. Event operators require decisions to be expedited within a 48 hour period. Ensure access for large pieces of equipment is maintained. Ensure the site can be managed and secured (i.e. controlled access positions and gate entry stations). Power is important, but if sufficient power is not available it can be readily supplied through generators.

## 6.2 Advisory Group Input

During the consultation process further consultation was held with City Advisory Groups. A summary of the consultation output is provided in Table 9 below:

Table 9: Advisory Group Summary Outputs

Consultee	Requirements
<b>Children and Young People Advisory Group</b>	<p>Reference was made to the numbered plan referenced under Figure 1:</p> <ul style="list-style-type: none"> <li>• Entrance areas – Use art, rather than signage</li> <li>• Area 1 – provide skate-able furniture</li> <li>• Area 2 – Playground, consider cutting in to make amphitheatre, open up to the Loftus car park, installing exercise/ parkour equipment, basketball or netball rings, make the embankment less steep to make it more accessible.</li> <li>• Area 4 – Playground and a toilet should be retained on this side of the oval</li> <li>• Area 9 - A shared space/ pedestrian mall, this could be utilised by students at the TAFE etc. and encourage people to walk from Oxford St to the oval</li> <li>• Making the area more appealing for events and activations</li> <li>• Furniture that can also be used as skate objects, or skate sculptures</li> <li>• Space and facilities for performances to be held</li> <li>• An entrance from Loftus Recreation Centre</li> </ul>
<b>Arts Advisory Group</b>	<ul style="list-style-type: none"> <li>• Art can be integrated as wayfinding</li> <li>• Incorporate a café to draw people into the area</li> <li>• Open up and entrance from the Library, Loftus and create courtyards.</li> <li>• Create spaces for rentable art studios and public art studios</li> <li>• Incorporate a 'makers space'</li> <li>• Integrated artwork into playgrounds</li> <li>• Utilise the history of the oval and Consider Aboriginal history / use.</li> <li>• Utilise DLGSCI building and create and entry statement through a café on the ground floor which would then open up out to the oval.</li> <li>• Utilise trees to screen pathways from hot summer sun</li> </ul>
<b>Urban Mobility Advisory Group</b>	<ul style="list-style-type: none"> <li>• Site is open to the public and could form important connection particularly from Richmond St to Vincent St</li> <li>• Give treatment to pathways similar to Shakespeare Street in colour so people know the path is there and open to the public.</li> <li>• Make more of the spaces around the oval itself</li> </ul>

## 6.3 Community Survey Outputs

The Community survey was open from 24th May until 22nd April 2019 through the City of Vincent website. It received 714 total visits and 49 surveys were completed. Key statistics included:

- 53% of those which identified their normal place of residence indicated they resided within the City of Vincent.
- 86% of respondents were over 35 with the predominant age band being 36-54 (61%).
- When respondents were asked the question of how frequently they had visited/used the Leederville Oval site in the past 12 months there was a relatively even split between those which infrequently used the site and those that visited the site at least 2-3 times per month.

- When respondents were requested to identify the type of activities, they utilised Leederville Oval for, the main use was as a spectator of a sporting event. Walking and casual recreation rated high as did attendance at other community events.
- The following six facilities were highlighted as the most important (i.e. most important or important in order of priority).
  - The Sports Oval
  - Pedestrian access to the site
  - Spectator facilities around the oval and external to the main grandstand
  - Covered areas (Shaded spectator facilities)
  - Floodlighting
  - Public toilets
- When respondents were requested to consider their satisfaction with current facilities the responses identified slightly different priorities when considering those areas where potential immediate investment is required. They indicated:
  - Public toilets
  - Covered areas (shaded spectator facilities)
  - Spectator facilities around the oval and external to the main grandstand.
- In response to the overall satisfaction with the appearance of Leederville Oval. 46.9% of respondents were very unsatisfied or unsatisfied. 32.7% of those responding were satisfied with its current appearance.

## 6.4 Additional Potential User Groups

In addition to the consultation undertaken above, during the review phase both Baseball WA and Softball WA approached the City with regard to the potential opportunity to utilise Leederville Oval as their major competition venue. The outcome of the consultation process is contained in Appendix G. This identifies the potential spatial components for the installation of a baseball and softball diamond within the footprint of Leederville Oval.

The need to identify a venue had arisen from the current limitations experienced by the two sports in relation to their current sites:

- Baseball WA is the peak representative body for the sport of Baseball in WA. It is located at Perth Harley-Davidson Ballpark, Thornlie (Formerly known as Tom Bateman Reserve). The site has been the home of baseball for a number of years and has received significant investment from state government to improve the office accommodation and ancillary supporting infrastructure. Currently the Australian Baseball League team, Perth Heat, play their home games at Ballpark. Perth Heat have been national champions four times in the past nine years and have hosted the final on three occasions. In addition, Gosnells Hawks WA State League team play their home games at the venue (a member of the 12 strong WA State League). The venue whilst performing adequately in providing the administrative base for Baseball WA and for community level use, has a number of constraints due to limitations on access and ground capacity (current ground capacity is 4,000). This limits the type of events Baseball WA can operate and attract to the state. In particular, this impacts significantly on the future viability of Perth Heat and income which may be generated by attracting inter-state and international competition.
- Softball WA is the peak representative body for the sport of Softball in WA. The administrative base is at Mirrabooka International Softball Stadium within the City of Stirling which has four floodlit softball diamonds, changerooms, showers and a clubroom. Two of the diamonds are of international standard with lighting of 650/450 lux. Two other diamonds are of a club standard and consist of 250/150 lux floodlighting. The future of the site is in doubt following the approval

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of mixed use and residential development on and around the site. It is not certain at this stage when development is likely to commence, and an alternative venue has not been determined.

Initial discussions with both sports have identified the need to develop a location within the central metropolitan area within close proximity to transport nodes which has the potential to offer state and international standard infrastructure with a ground capacity of between 12,000 to 20,000. This has been identified for both sports due to the constraints experienced on their current sites and in particular the need for Softball WA to maintain opportunities to attract inter-state and international competition. Despite reservations from the DLGSC based on the view that it conflicted with the State Sporting Infrastructure Plan (2019) it was agreed that the potential option be explored in the development of the master plan.

In addition, a proposal to consider the development of a synthetic hockey turf on site to support the local hockey club should be explored. An initial assessment of the site indicated that the facility would likely compromise the use of the site for WAFL and their proposed expansion plans. Further research into similar turf provision across Metropolitan Perth revealed:

- The optimum membership size to justify investment in a turf and potential ability to generate a viable business proposition is approximately 500 to 550.
- Recent investment in hockey turfs at Fremantle, Southern River and Warwick (in addition to Guildford School) has resulted in a potential over-provision of turf within Metropolitan Perth. The capacity on turfs is a significant concern with only the Perth Hockey Stadium (pitch one) being utilised for over 40 hours per week (capacity of turfs as a minimum should be 20 hours on weekdays, operating between 5pm and 9pm and 20 hours at weekends, operating from 8am to 6pm). Hockey WA have indicated that they are reviewing their business model and are likely to adjust their future operations commensurate with the need to facilitate the Australian Institute of Sport (AIS) commitments but also turf viability.
- Hockey WA suggest that for a turf to be sustainable 180 programmed games per season are required. Those clubs who have put in place a new turf over the past 2 years will require additional matches to be scheduled if they are to be financially viable (i.e. Whitford and Southern River). Both would deem to be high risk according to the games identified as being played.

Due to site limitations and the above reasons which deem the development high risk, this option was not pursued any further.

## 6.5 Summary Conclusions

The key themes which emerged from the stakeholder engagement and community consultation process can be summarised as:

1. **Relationships:** The importance of enhancing the relationship between the football clubs and neighbouring land owners, particularly those who have a sport and recreational role to play in the local area.
2. **Integrated Development:** The consideration of integrating any future development with neighbouring land users (i.e. shared use of meeting spaces, gym, fitness activities, spectator provision and social space).
3. **Building Interface:** Reposition the current profile of surrounding users to ensure they interface more effectively with Leederville Oval.
4. **Site Utilisation:** Perceived underutilisation of the site by the local community and the need to enhance the opportunities and encouragement for people to transfer across the site.
5. **Spectator Banking:** Better use of banks and in particular the area referenced as the wood chipped area.
6. **Toilet Blocks:** The removal and redevelopment of the Public toilet blocks to reduce potential issues with strangers, potential unsavoury activity and smell.

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7. **Shade Infrastructure:** The need for shade and improved spectator infrastructure throughout the site.
8. **Security:** Maintenance of security in all areas associated with child care and child protection.
9. **Ageing Infrastructure:** The need for the replacement of ageing facilities throughout the site (i.e. the tin spectator area, grandstand and toilet blocks).
10. **Capacity of the Oval:** Potential overuse of the oval from current activities and the need to protect worn areas.
11. **Car Parking:** The importance of car parking in relation to surrounding users of land. The key area is to control car parking and accessibility during game days and coordination with neighbouring users.
12. **Public Art:** Consideration of public art to enhance the entrance to the Leederville Oval site and within all infrastructure.
13. **Youth Infrastructure:** Incorporation of skate sculptures/objects and appropriate street furniture.
14. **Pedestrian Use:** Increased activation by pedestrians from surrounding areas and enhanced site wayfinding (signage).
15. **Commercial Opportunities:** Incorporation of café within the site to encourage people through the area and
16. **Alternative Sporting Use:** The opportunity to integrate the redevelopment of the Leederville Oval site with international standard Softball and Baseball infrastructure.



## 7. Multiple Bottom Line Analysis – Consistent Themes

Based on the consultation output a number of key themes were identified which established potential future development opportunities and the need for change. Those were identified in the previous section and are summarised in column 2 of Table 10 below where reference is also made to the Multiple Bottom Line Impact (Social, Sports Development, Environmental and Financial) of each potential development opportunity as relevant. A number of the themes naturally overlap and where relevant these are referenced. The output of the multiple bottom line analysis is used to determine the direction and recommendations for the master planning options being considered.:

Table 10: Key Themes and Identified Facility Development Opportunities

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
1	<b>Relationships:</b> The importance of enhancing the relationship between the football clubs and neighbouring landowners, particularly those who have a sport and recreational role to play in the local area.	<p>Ensure that all new development is focussed on reducing artificial barriers and increasing potential activity.</p> <p>Development of MOU, formal agreements, user's forum with neighbouring site users to ensure access to facilities, the oval and banking is formalised. This should evolve as the master planning and subsequent business case evolves to ensure wide support for investment.</p>	<p><b>Social and Sporting:</b> It has the potential to provide a more integrated social and community hub with sport and recreation opportunities as a core focus. An increased awareness of sports and sporting facilities via the additional exposure to the organisations and resources within the Precinct should assist in the effective development and investment in new facilities.</p> <p><b>Financial:</b> There would potentially be opportunities to share relevant infrastructure through agreement and avoid unnecessary duplication of provision.</p> <p><b>Recommendation:</b> It is recommended that formal agreements be explored as part of the ongoing relationship building with neighbouring users.</p>
2	<b>Integrated Development:</b> The consideration of integrating any future development with neighbouring land users (i.e. shared use of meeting spaces, gym, fitness activities, spectator provision and social space).	<p>Incorporate community spaces within any newly developed facilities.</p> <p>Explore the potential to develop infrastructure which is consistent with neighbouring users and has the capability to attract additional investment and/or enhance the potential to generate income to sustain club and community activities at Leederville Oval.</p>	<p><b>Social and Sporting:</b> The integration of social, recreational and sport activities will assist in enhancing activity within and adjacent to Leederville Oval.</p> <p><b>Environmental:</b> Potential reduced footprint and/or enhanced energy efficiency of modern fit for purpose buildings and spaces which can be used by multiple users.</p> <p><b>Financial:</b> Avoidance of unnecessary duplication of provision and potential generation of both initial capital and ongoing revenue sources of funding.</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
			<b>Recommendation:</b> Aspects, such as shared space with DLGSC, Noongar Sports, Baseball and Softball are incorporated within the development of the site concept plans to test viability.
3	<b>Building Interface:</b> Reposition the current profile of surrounding users to ensure they interface more effectively with Leederville Oval.	Focus on changing the profile of surrounding uses in order that they have an interface with the Leederville Oval site.	<p><b>Social:</b> The re-alignment of surrounding users has the potential to enhance passive surveillance across the site which would encourage greater use.</p> <p><b>Financial:</b> The ability to re-align existing infrastructure outside of the remit of the master plan is high cost and will not be achievable in the long term. This would be a long term proposition and part of the broader Leederville Activity Centre Planning process</p> <p><b>Recommendation:</b> As part of the master planning process the concept plans indicate how the current boundary infrastructure can be altered to interface more effectively and increase site activity and inform the Leederville Activity Centre process.</p>
4	<b>Site Utilisation:</b> Perceived underutilisation of the site by the local community and the need to enhance the opportunities and encouragement for people to transfer across the site.	<p>The re-alignment of footpaths and opportunities to break through isolated areas which act as barriers to use needs to be considered.</p> <p>Consideration of attractors within the site including children’s play for all ages.</p> <p>Potential opportunities for seating and meeting areas under shade through an expanded spectator area on the banking.</p>	<p><b>Social:</b> The current site is recognised as being under-utilised and not achieving the optimum return for the community. The removal of barriers to access is a critical component to any future development and will need to be incorporated.</p> <p><b>Financial:</b> At a relatively modest cost accessibility and community use could be increased with the provision of strategically placed infrastructure to attract visitors through and around Leederville Oval.</p> <p><b>Recommendation:</b> As part of the master planning process the concept plans incorporate a range of dual use path improvements and activation nodes which can be utilised to both enhance day to day activity at Leederville Oval and for game day use.</p>
5	<b>Spectator Banking:</b> Better use of banks and in particular the area referenced as the wood chipped area.	The inefficient and ineffectual use of the banking is identified as being an issue which needs to be addressed. There is potential to explore further the options for banking and	<b>Social and Sporting:</b> As an extension of site utilisation spectator banking has been identified as being under-utilised and not achieving the optimum return for the community. These can be more effectively managed with direct integration with neighbouring users

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		<p>use of the wood chip area as an activated space with shade, seating, play/playground and social meeting opportunities.</p> <p>The re-alignment of the woodchip banking area to provide an attractive entry statement to the site is important to draw community users into the site. There is potential to create an amphitheatre with appropriate shade and event infrastructure as an attractive entry into the site from the northeast gate.</p>	<p>and greater innovation in the placement of activity nodes within the site. The wood chip area is a particular focus which could be transformed into a family activity and focal point for events and game day activities.</p> <p><b>Financial:</b> As with 4. above increased activation of the space can be achieved at a relatively modest cost.</p> <p><b>Recommendation:</b> To redesign and redevelop the banking areas throughout the Leederville Oval site with a particular focus on the woodchip area as a major site entry and activation node. Incorporate a variety of play, exercise and social infrastructure particularly on the eastern banking in strategic locations with appropriate shade and integration with neighbouring properties (aligned to 3 above).</p>
6	<p><b>Toilet Blocks:</b> The removal and redevelopment of the Public toilet blocks to reduce potential issues with strangers, potential unsavoury activity and smell.</p>	<p>The appearance of the toilet blocks and positioning inhibits the use of the Oval in critical locations (access and openness of the oval on the south-eastern corner and constraining the car parking area to the west). A need to integrate the public toilets within newly developed infrastructure is considered important as it will also provide the potential to maintain effective passive surveillance and control (i.e. potentially within re-designed grandstand and through incorporation within Loftus Recreation Centre).</p> <p>This will offer the potential to redevelop the land upon which the toilet blocks are located to increase the visual profile and accessibility through the site.</p>	<p><b>Social:</b> The toilet blocks are recognised, particularly by the childcare centres as an issue which potentially encourage antisocial activity. The community survey similarly highlighted the dissatisfaction with current provision. The replacement of both detached toilet blocks would be highly beneficial for the site future activation.</p> <p><b>Financial:</b> The re-alignment of public toilets within managed facilities with constant supervision will be a more cost effective solution than replacing current infrastructure in situ.</p> <p><b>Recommendation:</b> Both detached public game day toilet facilities should be removed and integrated within a new development option for the site (within a replacement grandstand and potentially re-aligned Loftus Recreation Centre).</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
7	<b>Shade Infrastructure:</b> The need for shade and improved spectator infrastructure throughout the site.	<p>Current shade throughout the site is limited to the grandstand and part of the north west banking (referenced as the tin shed). There is no shade on the east and the appearance does not encourage local community members to visit and stay within the Leederville Oval site.</p> <p>To attract greater spectator use of the eastern banking area during game day, additional shade is essential.</p>	<p><b>Social:</b> The provision of additional shade has the potential to increase activation in otherwise under-utilised areas on the eastern banking.</p> <p><b>Sporting:</b> From a spectator perspective the development of shade on the eastern bank and northern aspects will encourage greater spectator usage. This has been identified in the community survey as a high priority.</p> <p><b>Financial:</b> The development of shade sails and associated supporting infrastructure is a relatively cost effective mechanism to enhance use.</p> <p><b>Recommendation:</b> The integration of shade infrastructure with a re-aligned eastern banking together with structures associated with event infrastructure to the north are to be incorporated in the concept plans (aligned to 3 and 5 above).</p>
8	<b>Security:</b> Maintenance of security in all areas associated with childcare and child protection.	<p>The passive surveillance afforded areas adjacent to the childcare centres is limited as they are bordered by open accessible land. It is however the responsibility of the childcare centres to ensure effective security on site is managed. The increase in passive surveillance across the site by increasing public movement and accessibility should however reduce such instances.</p>	<p><b>Social:</b> Via connecting Leederville Oval with the community (through the development of more park friendly facilities and significantly more community usage), it is expected that the local community's pride and ownership of the venue will increase significantly which in turn should increase passive surveillance.</p> <p><b>Recommendation:</b> The boundary treatment to the two childcare centres should seek to maintain security whilst permitting access to play and sensory infrastructure immediately adjacent to their boundary.</p>
9	<b>Ageing Infrastructure:</b> The need for the replacement of ageing facilities throughout the site (i.e. the tin spectator area, grandstand and toilet blocks).	<p>The ageing infrastructure has been recognised throughout the consultation process as being the critical component which impacts on the use of the site, discouraging site accessibility and adaptability for multiple user groups. This also confirms the output of the previous</p>	<p><b>Social:</b> The replacement and reconfiguration of ageing infrastructure has the potential to address current perceived barriers to community access</p> <p><b>Sport:</b> Current infrastructure servicing the needs of the sport, whilst providing adequate space, does not meet modern day standards for elite level provision. The redevelopment of the existing facilities offer</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		<p>visual audit which highlighted the need to replace all infrastructure on site to ensure issues associated with quality of infrastructure, functionality and ongoing viability are addressed.</p>	<p>the opportunity to consolidate space more effectively and provide a functional training, changing and rehabilitation space for the athletes and football departments.</p> <p><b>Environmental:</b> The demolition of older parts of the venue and replacement with functional modern infrastructure will assist in reducing ongoing operational costs associated with energy consumption and lack of functionality in some areas. There is also the potential for additional environmentally sensitive design (ESD) initiatives to be incorporated such as an advanced water recycling program through use of the water from the redeveloped structures.</p> <p><b>Financial:</b> The redevelopment reduces the current maintenance burden and functional deficiencies which is a direct result of the very old facilities.</p> <p><b>Recommendation:</b> Based on the previous facility audit the existing buildings on site will need to be redeveloped and rationalised to meet current day sporting and community expectations. The specification for the redeveloped floor areas should be based on sport and community facility guidelines.</p>
10	<p><b>Capacity of the Oval:</b> Potential overuse of the oval from current activities and the need to protect worn areas.</p>	<p>The need to enhance the sporting oval has been identified to ensure a greater potential capacity and use through enhanced drainage and floodlighting.</p> <p>Whilst current reticulation is deemed sufficient the drainage on site is recognised as having issues, partly caused through adjacent stormwater drainage onto the oval.</p> <p>Floodlighting is recognised as being below standard for televised games and would not be satisfactory to accommodate small ball sport use (see 16 below). Whilst the</p>	<p><b>Sporting:</b> The oval is highly valued by the community and recognised as the most important aspect through the community survey. Increasing capacity can only be achieved if the surface drainage is improved and associated floodlighting infrastructure is put in place to enhance its potential use for other sporting uses and events.</p> <p><b>Social:</b> in order to provide the optimum opportunity for community events the oval and surrounds needs to be constructed to be able to cope with high levels of foot traffic and opportunities for event overlay.</p> <p><b>Financial:</b> The cost of re-laying the oval and enhancing its capacity will require substantial investment. This would also need to include</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		<p>management of game days may obviate the need for additional floodlighting, all WAFL ground infrastructure should seek to meet minimum televised standards and those identified for pre-season games to facilitate greater flexibility and use during the winter period. Current lighting poles will need to be replaced to conform to the required lighting cover upgrade.</p>	<p>enhanced servicing and potential installation of floodlighting towers at a level which can accommodate televised matches and capability to support small ball sports. The cost of floodlighting to 500lux and beyond is a significant impost and may be part of a phased investment program for the site's redevelopment.</p> <p><b>Environmental:</b> The re-laying of the oval and improvements to drainage provide an opportunity to generate more efficient and effective water management solutions to that which currently exist.</p> <p><b>Recommendation:</b> These aspects should be considered as a potential phase of future development and costed accordingly.</p>
11	<p><b>Car Parking:</b> The importance of car parking in relation to surrounding users of land. The key area is to control car parking and accessibility during game days and coordination with neighbouring users.</p>	<p>Car parking has been identified as an issue for neighbouring users during gamedays and at times where neighbouring use conflicts with occasional evening games during the WAFL season or pre-season. This could be addressed with more effective coordination and dialogue (see No.1 above).</p>	<p><b>Social:</b> The introduction of more effective dialogue with neighbours through an agreed MOU or other mechanism will improved relationships and more effective coordination of activities.</p> <p><b>Financial:</b> Currently there is no income derived from the car parking on site outside of any game day use and whilst car parking is at a premium within the City centre, the potential for expanded car parking options on site to generate income are likely to be limited.</p> <p><b>Recommendation:</b> The re-alignment of car parking areas is to be considered in the concept plan development by focussing on more effective an efficient use of the car parking area to the west of the grandstand and in the northwest corner. This will necessitate the demolition of the current detached toilet block and re-alignment of the northwest banking and demolition of the spectator area (referenced as 'tin shed')</p>
12	<p><b>Public Art:</b> Consideration of public art to enhance the entrance to the Leederville Oval site and within all infrastructure.</p>	<p>This has emerged during the consultation process and would be a suitable addition to the redevelopment and re=design of built infrastructure on site. Examples existing within the new Perth (Optus) Stadium and Perth Oval (HBF Park) where public art has</p>	<p><b>Social:</b> Has the potential to increase activation of the space and provide welcoming entry statements.</p> <p><b>Financial:</b> Minimal financial cost and provides the opportunity to engage with local artists and community groups throughout the design and development phase.</p>

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		added to the value of the precincts through recognising local and indigenous heritage	<b>Recommendation:</b> Public art is incorporated within the development of the Leederville Oval site and to be annotated on concept plans to identify appropriate location and potential impact.
13	<b>Youth Infrastructure:</b> Incorporation of skate sculptures/objects and appropriate street furniture.	Whilst this has been identified within one of the focus groups the ability to integrate skating infrastructure within the overall site master plan will need to be carefully considered. There is potential to integrate such furniture with game day spectator infrastructure. The avoidance of conflict with existing users and impact on pedestrian access through the site will need to be carefully assessed	<b>Social:</b> Potential to increase site activation across all age ranges if carefully planned and conflict between users is avoided. <b>Financial:</b> Limited financial investment and potential to integrate with spectator, play and game day infrastructure <b>Recommendation:</b> Consideration of street furniture within and adjacent to the shared path and activity nodes are to be considered within the initial concept plans for review.
14	<b>Pedestrian Use:</b> Increased activation by pedestrians from surrounding areas and enhanced site wayfinding (signage).	The importance of providing attractive entry statements and wayfinding around Leederville Oval has been emphasised throughout the consultation process as a mechanism to break down barriers to entering into the site. This needs to be incorporated as part of the overall development of re-aligned footpaths and opportunities to break through isolated areas which act as barriers to use (reference No.4 above).	<b>Social:</b> Pedestrian access through the site by community members and its value to users of the site is highly valued. Effective signposting and waymarking, in addition to what currently exists, is likely to encourage greater use. <b>Financial:</b> A relatively cost effective and easy to implement solution which can be undertaken in advance of some of the major infrastructure investment. <b>Recommendation:</b> In accordance with other theme recommendations (No.4, 5 and 12), the identification of suitable locations for signage and site entry statements are to be identified on the site concept plans.
15	<b>Commercial Opportunities:</b> Incorporation of café within the site to encourage people through the area and	The need for additional commercial opportunities has been identified by the PWG as a mechanism to ensure the long term viability of the site and in particular, the two WAFL clubs is maintained. Whilst the only commercial space identified through the	<b>Social:</b> Potential to increase the activation of the space through providing a resource/resources which will encourage wider community access. <b>Sporting:</b> Potential opportunities to increase the use of sports training, rehabilitation and developmental infrastructure with neighbouring users with similar infrastructure needs. Alignment with

Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
		<p>consultation process alludes to a café, there are nevertheless opportunities to incorporate other community groups, potential future users and adjacent building occupiers within the potential funding of both the capital build and future use. These include DLGSC, Softball, Baseball and Noongar Sports. Other opportunities include a potential long-term re-alignment of Loftus Recreation Centre and greater integration of sports programming with adjacent users.</p>	<p>theme 2 above in the potential sharing of space with DLGSC, Noongar Sports, Baseball and Softball.</p> <p><b>Environmental:</b> More effective use of the building footprint will minimise environmental impact.</p> <p><b>Financial:</b> The provision of a café will need to be market tested to ensure it is commercially viable and attractive for a potential lessee. Other uses are currently consistent with the sites use. Further commercial opportunities will need to be tested in accordance with the ongoing Leederville Activity Centre planning process to ensure consistency of approach</p> <p><b>Recommendation:</b> Incorporate shared use and commercial areas on the ground floor of the redeveloped grandstand to test viability and consistency with the emerging outcomes from the Leederville Activity Centre planning process.</p>
16	<p><b>Alternative Sporting Use:</b> The opportunity to integrate the redevelopment of the Leederville Oval site with international standard Softball and Baseball infrastructure</p>	<p>The opportunity to incorporate Softball and Baseball infrastructure has the potential to generate all year round use of the oval for significant sporting use. This requirement has emerged through the consultation process. No other sporting use of the oval has been identified as being compatible with other sporting codes</p>	<p><b>Social:</b> Increased activation of the space.</p> <p>Sporting: It has the potential to provide all year sporting use of the site and attract additional significant sporting events to Leederville Oval.</p> <p><b>Financial:</b> There is a significant cost associated with the development of the infrastructure (\$10M+) which may be offset by the use of existing/ developing sporting infrastructure required to service the WAFL. Conversely the potential to attract additional major events during the football close season will potentially enhance the sites financial viability and attractiveness for a variety of sponsorship opportunities.</p> <p><b>Recommendation:</b> The development of the softball and baseball infrastructure should be explored in the northwest, northeast and southeast corners of the Leederville Oval site. The preference would be to integrate the diamond location with the potential redeveloped</p>



Theme No.	Themes based on perceived requirements	Development Options – The need for change	Multiple Bottom Line Impact and Recommendation
			spectator and game day infrastructure on the western side of the oval. It must however be viable without adversely impacting upon the Football operations.

## 8. Master Plan Development

This Section identifies the evolution of the master plan from the initial concepts through to the agreed master plan considerations

### 8.1 Initial Development Options

The initial master plan considerations sought to explore all development options identified and recommended in section 7 above. The initial site development options included an assessment of the site from an architectural options perspective and a landscape design perspective. Hodge Collard Preston and Josh Burn Associates were engaged to explore the potential development solutions for the site. This was focused not just on Leederville Oval but also on the connectivity between neighbouring sites and from the local road and footpath / cycleway network. Both development options were to also consider a baseball / basketball option in alternative locations. The site opportunities are identified below and presented in in Figure 3 (Architectural Considerations) and Figure 4 (Landscape Considerations):

- Area 1 detached covered viewing area bank & overflow car park area: Replacement of covered grandstand, provide access from top bank through to main grandstand & spectator viewing area. Realignment of car parking & access. Landscape options for this area included:
  - Retention of shade trees
  - Improve visual and access permeability through to the covered viewing area
  - Reconfigure parking area to be integrated with the landform that may offer opportunities for passive recreation
  - Micro play space
  - Integrated approach to the boundary treatment using a combination of trees, planting and small scale fence
- Area 2 northern gate, banking & terracing: Family activity area, play eqpt, hardstand for game day & event infrastructure. Pedestrian activation from exist. Car park. Landscape options for this area included:
  - Mixed-use space with structures that accommodate for events, play, skate and exercise activities, and passive recreation
  - Integration of planting buffer and shade trees
  - Potential for direct access from TAFE
- Area 3: East terracing adjacent to Loftus Centre: More effective terracing & alternative controlled entry to rear of exist. Building. Shaded spectator viewing off raised l/stone wall. Landscape options for this area included:
  - Terraced vegetated swale and trees adjoining Loftus Recreation Centre to capture stormwater runoff
  - Improve pedestrian and service/emergency vehicle access
  - Integrated approach to the boundary treatment
  - Light weight and visually permeable shade to oval seating area
- Area 4: S/e banking, public wc's & access to Civic Centre: Replace exist. WC block with controlled access units (7 day access). Expand footpath link & integrate terrace seating. Landscape options for this area included:
  - Reinforce connection to the City of Vincent Civic Centre with pathways and landscape treatment
  - Micro playspace
  - Reposition ablution facility to suit new function of the oval

- Retention of shade trees
  - Integrated approach to the boundary treatment
- Area 5: South oval & footpath to Vincent Street: Open up the visual amenity to the oval & increase site presence to Vincent Street scene. Landscape options for this area included:
  - Improve visual connectivity and sightlines from Vincent Street
  - Redevelop area as the street-front access to the oval and improve pedestrian and universal accessibility from street level
  - Integration with small scale built form to create a park like setting
  - Retention of shade trees
  - Reinforce interpretation opportunities
- Area 6: Dept. Local govt. Sport & Cultural Industries building: Potential future use of the building as part of extended WAFL Centre of Excellence. Landscape options for this area included:
  - Integrate building forecourt to the oval masterplan as a main entry point to the oval with landscaped areas including seating, wayfinding, accessible routes, wide pathways and shade trees
- Area 7: Vincent Street main site access: Realignment of entry to increase site visibility & profile for game day & events. Realign exist. Car parking & improve boundary treatments. Landscape options for this area included:
  - Pedestrian priority zone to facilitate access from Vincent Street
  - Streetscape to include planting, shade trees and parking bays
  - Feature lighting treatment to highlight access way to the oval, club houses and grand stand
- Area 8: Main grandstand & SFC and EPFC administrative bases: Complete redevelopment & integration of 2 football clubs, with elevated viewing. Possible additional commercial/ retail/ office accommodation. Landscape options for this area included:
  - Access permeability opportunities from street level to oval through built form
- Area 9: West entry to site from TAFE: Alternative access provision through TAFE & enhanced boundary treatment. Alternative off-site parking provision & pedestrian access with redeveloped gates. Landscape options for this area included:
  - Area to be a pedestrian priority zone to facilitate people traffic from Oxford Street
  - Create clear sightlines and access from Oxford Street
  - Streetscape to include planting, shade trees and parking bays
  - Feature lighting treatment to highlight access way to the oval
- Area 10 Football oval & floodlighting: Complete redevelopment & replacement of oval and floodlighting to state level requirements. Increase playing & training capacity of oval & address sting nematode infestation. Landscape options for this area included:
  - Relocate seating areas for oval forward and closer to the playing field to allow for access around the oval
  - Grass treatment to suit playing field and events
  - Lighting to suit sports and club activities and organised/community events
- Area 11: Baseball Diamond: 76.2m outfield and backstop 18m from home base
- Area 12: Softball Diamond 76.2m outfield and backstop 9.14m from home base

Figure 3: Initial Concept Ideas (Hodge Collard Preston)

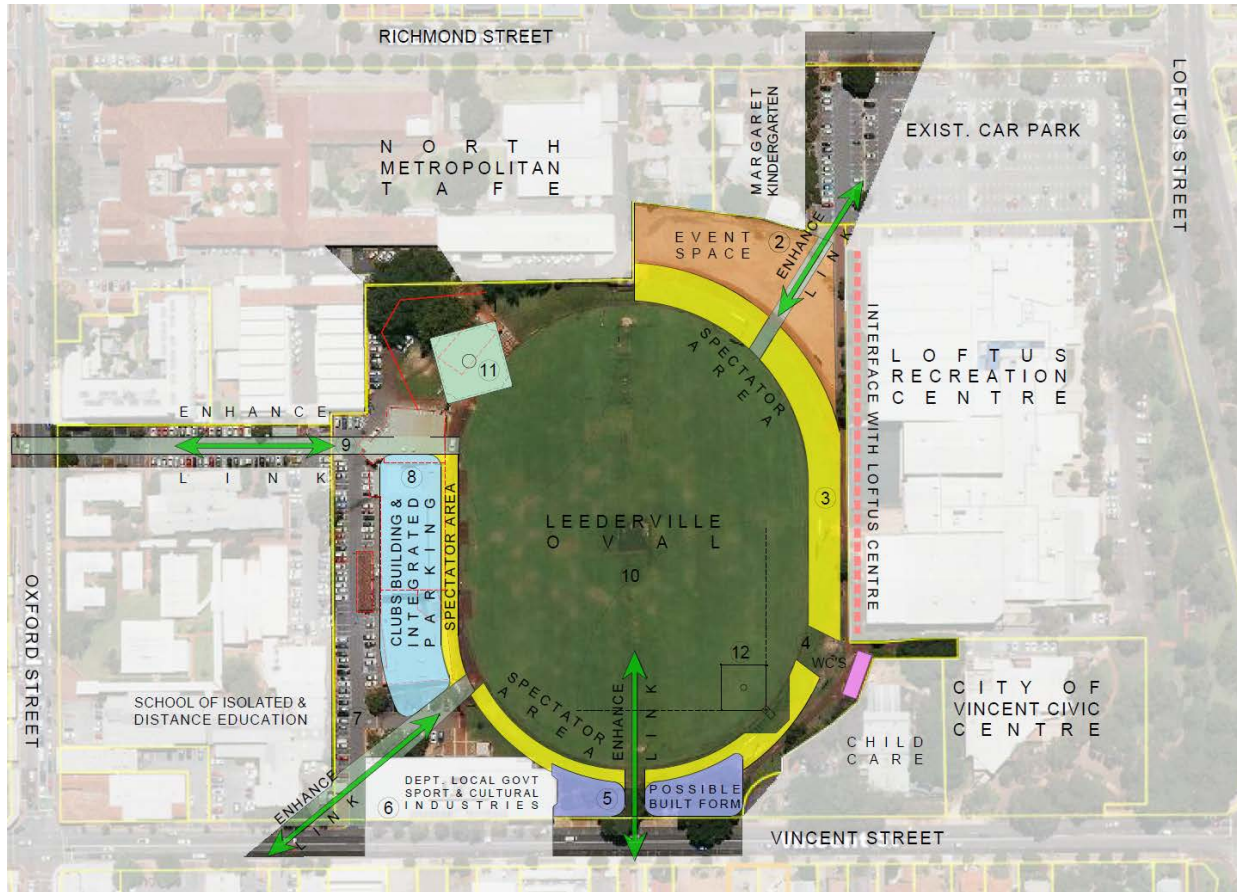


Figure 4: Initial Concept Ideas (Josh Burn and Associates)



The outputs from this initial review process were presented to the PCG and feedback sought. In general the principles of the development were supported although there were distinct reservations with regard to the imposition of diamond pitch sports on the oval and the relationship between the potential diamonds(s) and the spectator / administrative function areas.

## 8.2 Further Development Options

Following more detailed considerations of the plans these evolved further to consider more detailed development options. Under this process the main landscape options were retained as being the optimum solution for the site. Further analysis was undertaken on the land, grandstand components and movement within and around the site. The next iteration of the plans incorporated the main Master Planning components by considering the following development options:

- Area 1: Football Club Building With 5 Floors Mixed Use Over - new integrated football facility to accommodate:
  - Subiaco Football Club
  - East Perth Football Club
  - Tiered & Covered Seating
- Area 2: Mixed Use Building - new building to accommodate commercial / food offering
- Area 3: WAWFL or Baseball Club - new club building with shared facilities to accommodate WAWFL or Softball & Baseball
- Area 4: East Terracing Adjacent to Loftus Building: more effective terracing & alternative controlled entry to rear of exist. Building. Shaded spectator viewing off raised /stone wall.
- Area 5: North & South Exist. Grassed Areas: increased tiered seating areas, for enhanced spectator amenity & comfort
- Area 6 Boulevard: activated pedestrian boulevard link to Oxford Street. Incorporate public art
- Area 7 Boulevard: activated pedestrian boulevard link to Vincent Street. Incorporate public art
- Area 8: DLGSC Extension: Extension of existing DLGSC Building At Ground Floor
- Area 9: Vincent Street Main Site Access: realignment of entry to increase site visibility & profile for game day & events. Improve boundary treatments. Incorporate landscaping & play equipment
- Area 10 Football Oval & Floodlighting: upgraded floodlighting to provide greater flexibility for scheduling & enhance exposure of various sporting codes
- Area 11 Baseball Field: 76.2m outfield. Backstop 18m from home base
- Area 12 Softball Field: 76.2m outfield. Backstop 9.14m from home base
- Area 13: Exist Public toilets demolished, and relocated to soccer field at Loftus Centre. consider gym facilities extension over on 1<sup>st</sup> floor

This plan is provided as Figure 5 below.

Further consideration was also given to the long term development options for the site and in particular to focus on potential building interfaces with:

- A redeveloped civic precinct incorporating the leisure centre, library, civic centre extension
- Connections through the adjacent North Metropolitan TAFE and School of Isolated and Distance Education (SIDE).
- Greater connectivity with Vincent Street.

The initial plan is presented at Figure 6 below.



Figure 5: Initial Concept Plan exploring Baseball and Softball Options – Short to Medium Term Development Options (Hodge Collard Preston Architects)



Figure 6: Initial Concept Plan exploring Baseball and Softball Options -Long Term Development Options





## HAVE WE GOT IT RIGHT?

### 9. Final Master Plan Development

The final development options are identified below and due to the concerns identified through the PCG consultation and feedback process, Basketball and Softball were omitted from the final plans.

The final plans produced as the Master Plan for Leederville Oval incorporated:

- The short term (funding constrained: 1-5 years in planning and delivery)
- The medium term (phased development in accordance with available funding program and negotiations with Treasury/Govt Depts: 3-10 years in planning and delivery) to provide an opportunity to rectify current deficiencies with the site and to provide the appropriate timeline to develop a business case, secure statutory approvals and secure funding.
- The long term development options which are subject to further detailed negotiations with state government and potential commercial partners (particularly centred around the potential mixed use residential and commercial development).

The key development options and approvals include:

Short Term:

- Upgrade lighting around the oval to comply with AFLW games and to support WAFL televised games
- Upgrade Changing room provision within the grandstand to meet AFLW requirements.
- Upgrade oval to increase playing capacity and winter playing capability (redirect stormwater flows)
- Address servicing issues (power, water, stormwater drainage)
- Undertake business case for medium to long term development options.
- Secure statutory approvals and undertake land negotiations with the Department of Planning and Lands to secure the potential development of alternative commercial opportunities to enable the management of, and investment in the asset to be secured.
- Explore agreed commercial opportunities, in the first instance through Landcorp and other state government departments to secure development options for the site.
- Re-negotiate the lease agreements with EPFC and SFC to secure their commitment to the site and its potential redevelopment.
- Engage surrounding landowners / occupiers in the ongoing evolution and development of the Leederville Oval precinct and broader development opportunities.
- Advertise the Master Plan Options for public comment through the Leederville Activity Centre Plan process.

Medium Term:

- Grandstand Redevelopment. Explore options for a 5-6 story development for mixed use potential.
- Re-alignment of existing public toilets into grandstand and adjacent Loftus Recreation Centre.
- Redevelop eastern terrace with hard and soft landscaping, including shade and street furniture.
- Develop north, south and west terracing with hard and soft landscaping, including shade and street furniture.
- Investigate and develop the boulevard from Oxford Street in partnership with adjacent landowners.

- Investigate and develop the boulevard from Vincent Street in partnership with adjacent landowners.
- Confirm and obtain a commitment from DLGSC to extend the existing departmental building to form an extension to the grandstand redevelopment and integrate shared function, meeting room and office space with EPFC and SFC.
- Enhance the interface with Vincent Street at the southern end of the oval to increase visibility through the site and maximise opportunities for club sponsorship.

#### Long Term

- Explore potential development opportunities for the broader civic precinct on the eastern side of Leederville Oval, including a redeveloped recreation centre, library and community centre (multi-functional).
- Enhance site access and relationships between all surrounding users / occupiers and provide complimentary boulevard and access features enabling greater connectivity and passive surveillance across Leederville Oval.

The Final Master Plans are provided at Figure 7, 8 9 and 10. It should be stressed that the indicative floor plan for the grandstand is indicative and reflects the level of detail normally anticipated at the master planning phase. This would be subject to more detailed design during subsequent development phases associated with the business case and subsequent concept design and detailed design phases.

Figure 7: Final Master Plan: Short to Medium Term Development Options (Hodge Collard Preston)



Figure 8: Final Master Plan: Long Term Development Options (Hodge Collard Preston)



Figure 9: Indicative Grandstand Redevelopment Options (Hodge Collard Preston)

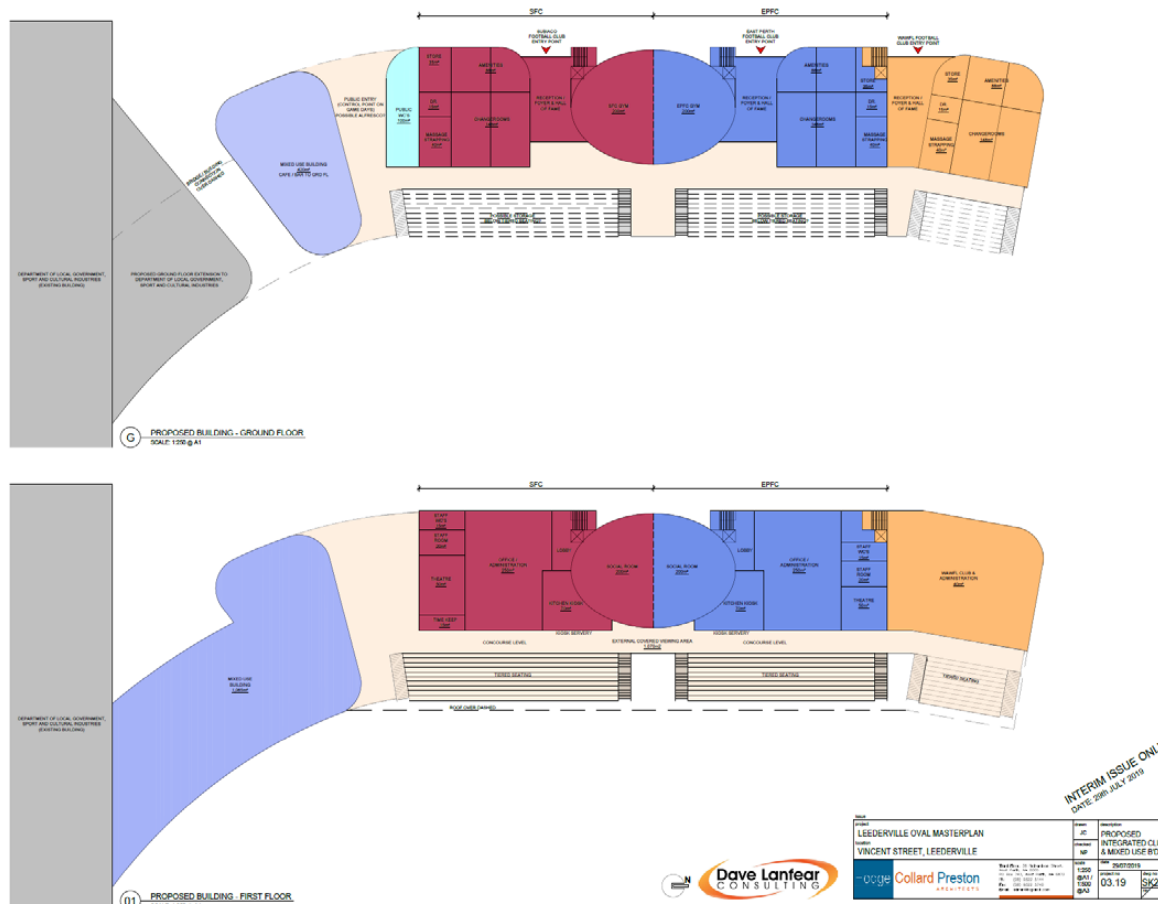
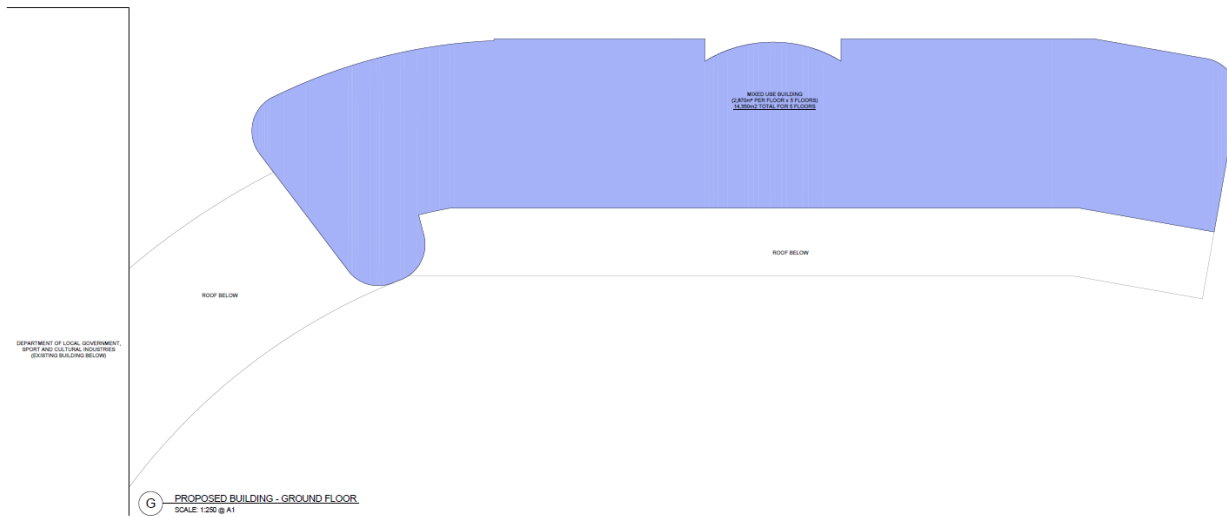




Figure 10: Indicative Grandstand Redevelopment Options – Upper Floor Areas(Hodge Collard Preston)



Project: <b>LEEDERVILLE OVAL MASTERPLAN</b>		Revision: JC PROPOSED	
Location: VINCENT STREET, LEEDERVILLE		Drawn: NP INTEGRATED CLUB & MIXED USE B'DG	
Date: 29/07/2019		Date: 29/07/2019	
Scale: 1:200		Date: 03.19	
Author: J.		Date: SK22	
Check: D.		Date: 03.19	

INTERIM ISSUE ONLY  
DATE: 29th JULY 2019

## 10. Cost of Development

The overall costs for the full Leederville Oval Precinct development are identified below. They are split into two columns related to the short to medium term development options (Plan SK18) and the long term development options (Plan SK19).

Table 11: Estimated Project Costs (DCWC – Opinion of Probable Costs - OPC)

Element		Plan SK18 Total	Plan SK19 Total
Building and External Works		\$78,983,535	\$205,427,478
Site Clearance, Demolition and External Services		\$2,166,800	\$9,675,354
Construction Works Sub-Total		\$81,150,335	\$215,102,832
ESD Technology	1%	\$811,503	\$2,151,028
Design Contingency	8%	\$ 6,147,138	\$16,294,039
Construction Contingency	5%	\$4,405,449	\$11,677,395
Professional Fees	10%	\$ 9,251,443	\$24,522,529
<b>Indicative Project Budget Total</b>		<b>\$101,765,868</b>	<b>\$269,747,824</b>

These costs at this stage are estimated based on the Master Plans produced and will need to be refined during any subsequent Business Case. They exclude:

- GST
- Abnormal Ground Conditions
- Assume generally flat site with limited, if any, retaining structures
- services diversions
- major utility upgrades / contributions & headworks
- works to or new perimeter roads
- option with baseball and softball field
- FF&E client costs, legal costs, site costs, agents fees, finance etc
- land purchase costs
- Client Representative / Project Management
- Fee escalation - costs are current day
- % for Public Art unless stated

Costs assume Competitive Tender process with local builders using basic palette of materials. Building rates to SK19 additional buildings are indicative and could vary by -5% to +20% dependent on design solution.

## 11. Management Approach to the Site

In order to provide guidance in respect of future development and use an overview of management options has been considered. The main concerns which have been raised by the existing tenants (WAFL clubs) relate to:

- Any lease or ownership structure requires clarity and equity. Any agreements must ensure primacy of tenants (WAFL/AFL clubs) and be cost effective, clear and fair.
- WAFL/AFL football should be the prime occupant.
- The need for redevelopment / improvement / maintenance is urgent and should be an immediate consideration.
- WAFL clubs need to be able to secure the site on game day / training / events.
- Management and maintenance of any 24/7 or fully public facility should be the responsibility of Local Govt.
- Explore potential for revenues to clubs or future transport hub revenue to go to the clubs
- The theming and brand important for WAFL clubs and should be part of any agreement
- Clubs should be offered freehold or long leases on clear and equitable terms

To ascertain the potential opportunities and ability to secure investment into the redevelopment of the site, the Department of Planning and Lands were approached and a number of potential solutions explored. These included:

- The City managing the facility on behalf of the state in its entirety as a sporting and community reserve in accordance with the current agreement which divests responsibility to local government. This would secure limited financial return to be achieved from activities on the site. This would enable the City to enter into a lease agreement with the clubs in accordance with current arrangements.
- The City managing the facility on behalf of the state in its entirety as a sporting and community reserve with the option to isolate the grandstand and associated building infrastructure from the current agreement to explore potential commercial returns which could then be re-invested in the site. The Department considered it to be a viable option provided that any income received from any commercial activity would then be re-invested in the site to secure the long term viability of the assets and activities. This would require a clear business case to be presented to the department with a well-considered cost benefit analysis incorporated. This may also require an MRA amendment depending on the level of commercial activity introduced into the site.
- The City managing the site and the WAFL clubs being provided with a long term lease to commercialise the asset and re-invest in club activities. The Department did not support this approach as the control by the City, and ultimately the state, would be diminished and the fundamental intent of the land and associated buildings would be compromised. An MRA amendment may be required depending on the level of commercial activity introduced into the site.
- Complete redevelopment of the Leederville Oval precinct and commercialise the building infrastructure while retaining the oval and surrounding community activity space. The Department advised that further detailed analysis would be required during a business case process to clearly identify how the commercialisation may contribute to the retention of the oval as a community resource. Any plans and future investment would need careful consideration and guarantee the future viability of the clubs, use of the oval by the community and retain its intended purpose. An MRA amendment would be required.

There are a variety of management models which may be considered and with the approach to sharing and co-locating clubs / user groups within a multi-functional facility. The common management approaches are:

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- Management by an Alliance of User Groups / Trust with a management board.
- Nominated Club / Organisation / Association under a leasehold arrangement (plus paid staff managing the complete complex under agreement)
- User Groups – Managing their own dedicated sports spaces only and shared use of the oval (plus paid staff managing the complete complex under agreement as is currently the case)
- Sport owned and managed facilities (with Government support).
- Owned and managed by the City of Vincent.
- Other Professional Management Body / Group under contract

Variations of these could be considered and the strengths of weaknesses of each are dependent on the extent of commercial development, the ability to generate income, capability, capacity, knowledge and the governance structure which is required to be put in place. Benchmarks identified in Appendix D provide a number of instances where local governments / state government has taken alternative approaches to the management and delivery of assets within their control. A complete redevelopment similar to Claremont Football Club is not supported by partners. The land deal is not recommended but a variation of the innovative approach may have merit. As part of the overall development at Claremont, the club relinquished the lease over the premises and surrounds and the state government through Landcorp provided funding for the facility. Landcorp then sold off all available land for unit development within the club confines. A consideration of this approach will need to be further developed within the subsequent business case.

## 12. Funding Options

The development of the Master Plan is reliant on achieving a suitable level of external funding at all levels from the short term investment options (to increase functionality of existing infrastructure); medium term solutions (focused on the redevelopment of the grandstand) and long term (full internal and external Leederville Oval precinct development). The funding options available to develop the facility infrastructure are limited, but potentially include:

- Public Private Partnership and other private sector Investment: Whilst private sector funding has been used to finance the complete build of sport and recreation facility projects, they have historically more often been confined to specific segments of the market where commercial returns can be made on the investment required to 'start-up' the facility (e.g. gymnasiums, commercial function infrastructure, commercial office space etc.). It is unlikely that this vehicle could be used as a mechanism for funding the development of Leederville Oval, given the current economic climate where investors are seeking to minimise and mitigate financial risk. More recent investment by commercial operators has seen the market divest risk and splitting the construction from management of infrastructure. In such instances the initial risk (financial investment) is taken by the developer with the surety that a specialist management body will take over the ongoing operational costs and generate profit. Opportunities would however exist for the long term development options associated with the potential redevelopment of the grandstand and civic precinct subject to a clear approvals process being adhered to and desired outcomes for the community clarified.
- State government redevelopment through Landcorp. Opportunities exist for Landcorp to explore development options and state government to consider the relocation of central Perth CBD state departments and office staff to the site. This would be subject to further negotiation with relevant state governments departments and in particular, the Treasury.
- Department of Local Government Sport and Cultural Industries – Community Sports and Recreation Facility Funding: The current allocation has been subject to change. Priority is given to facility sharing and rationalisation. The construction of new facilities to meet sport and recreation needs would fall within the remit of this fund. Limited financing for elements of the phased development approach could be considered, but would be subject to further planning, design, feasibility and potentially a business case.
- A rate levy administered by the City of Vincent: In order to achieve the extent of development associated with the Leederville Oval redevelopment, a rate levy is unlikely to be palatable for a limited number of sporting and community group users.
- Alternative State Funding: Current state and local governments support programs in addition to those operated by the Department of Local Government Sport and Cultural Industries which are published annually (previously by the Dept of Local Government). Upon detailed review of the criteria for funding and amounts available, it was concluded that none of those funding sources would be able to contribute in any significant way to the development of Leederville Oval and associated infrastructure. In addition, LotteryWest has reviewed its investment priorities over the past few years and indicate it would be unlikely to support projects with a sporting outcome. LotteryWest however would consider the broader community outcomes associated with the development subject to an appropriate case being made.
- Federal Funding: There may be opportunities to attract investment in sport and recreation infrastructure from federal government, particularly where an economic and events outcome is promoted. Current grant assistance is limited but is likely to emerge as the project develops.
- Funding from other sports bodies: Various grants can be attracted from funding bodies related to community and elite level facility developments. The WAFC through the AFL has already indicated that they are prepared to consider investment in the floodlighting and upgrade to changing infrastructure to meet the needs of the AFLW and facilitating the development of Leederville Oval as the main home ground (Marquee Venue) for AFLW competitive matches.

- Contributions from key user groups: There are currently none identified due to the limited financial reserves of the clubs involved in the feasibility process and the likely lead in time to its delivery.
- Other charitable trusts/foundations: Potential exists to attract funding through a variety of charitable organisations. However, these are limited in scope and extent. The project is unlikely to achieve a significant investment through these channels.
- Developer contributions: It is unlikely that such contributions would be sourced for the development of Leederville Oval as it would lie outside of the scope of such contributions identified in State Planning Policy 3.6.
- Asset leasing: There may be opportunities long-term, subject to market testing, to lease specific assets to operational service providers and/or commercial clubs.

These aspects will need to be considered in more detail during the Business Case development.

At this stage, it is premature to recommend the appropriate funding model which will deliver the desired objectives of all partners. This will need to be further developed within the subsequent business case.

### 13. Recommendations

It is recommended that the Leederville Oval Master Plan be considered by the City of Vincent for public advertisement with a view to:

- Progressing the long term vision and overall site concepts with State Government
- Incorporating the Leederville Oval concept into the Leederville Activity Centre Plan for combined consultation
- Continue investigating the AFLW marquee venue opportunity with the AFL and WAFC

APPENDIX A: Document Review

Document	Precis of Main Considerations
<b>City of Vincent Documentation</b>	
<p>City of Vincent Strategic Community Plan 2018-2028</p>	<p>This document highlights the strategic objectives which the City of Vincent aims to achieve. The vision states: <i>“In 2028, the City of Vincent is a leafy and vibrant 24 hour city which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a Council that says YES!”</i></p> <p>Priorities for action included:</p> <ul style="list-style-type: none"> <li>• Accessible City: We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.</li> <li>• Connected Community: We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.</li> <li>• Thriving Places: We want to create, enhance and promote great places and spaces for everyone to enjoy.</li> <li>• Sensitive Design: We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.</li> <li>• Innovative &amp; Accountable: we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.</li> </ul> <p>Of the specific outcomes the following are relevant to Leederville Oval:</p> <ul style="list-style-type: none"> <li>• Increase access to green space in high priority areas.</li> <li>• Deliver alternative streetscapes that encourage increased pedestrian and cyclist activity.</li> <li>• Integrate accessibility, diversity and inclusion into our operations and service delivery to meet the needs of everyone in our community.</li> <li>• Increase our role and influence in attracting, retaining and growing independent businesses in the City through economic development initiatives and support for town teams.</li> <li>• Prioritise investment in maintenance, repair and improvement programs to deliver high quality public places and facilities.</li> <li>• Take a place-based approach to investment in our town centres and gathering places to increase activation, improve wayfinding and create destinations for all members of the community.</li> <li>• Reward sustainable design innovations including improved waste management, alternative energy, improved air quality and noise attenuation and more useable green space.</li> <li>• Review and consolidate assets to ensure all buildings and facilities are well utilised and meet community needs.</li> </ul>

Document	Precis of Main Considerations
Corporate Business Plan 2017/18-2020/21	Our community cherishes the unique character and identity of our town centres, our parks and open spaces and that means we're committed to creating great places for people.
Long Term Financial Plan 2017/18 to 2026/27 (adopted by Council 22/08/17)	The plan states that the <i>'City has remained passionate about preserving and expanding green space for the enjoyment of residents and ratepayers, and our parks and reserves provide vital oases dotted throughout the City.'</i> No provision has been allowed for the outcome of proposed planning projects listed in the 2017/18 Budget, such as the Leederville Oval Master Plan. These will be considered in future reviews of the LTFP once quantified.
Masonry Drone inspection for City of Vincent by Devco Builders	The grandstand is in a sound condition and shows now evidence of failure in the mortar joints. All west facing surfaces have damage that require attention. Failed mortar joints would be allowing water egress into the cavity and likely rusting of wall ties, etc. Recommendations included rectification works to be carried out before any brickwork becomes dislodged and falls. The area below the failing brickwork is used by the public which poses a significant risk. The rear wall of the grandstand supports a large awning style roof, so the integrity of the rear wall really should be checked and assessed by a structural engineer. Estimated costs for work is \$15k-\$20k
City of Vincent, Leederville Oval: Turf and Irrigation Audit (Sports Turf Technology: December 2017)	<p>The objective was to provide an independent audit of turf and irrigation infrastructure, with recommendations for upgrading or renewal that would likely to be required within the next ten years. The main findings include:</p> <ul style="list-style-type: none"> <li>• Irrigation system: should not require significant upgrading or replacement within the next ten years. Lack of current uniformity can be addressed through minor adjustments. The bore water has a very high iron content, which causes severe staining but is not detrimental to the system.</li> <li>• Turf: The eastern side of the oval was found to be in much better condition than the western side (due to excessive wear from training). The main concern is the poor recovery of kikuyu and the development of bare, sandy spots with unstable footing and surface depressions. It is recommended to make provision for the replacement of up to 750 m<sup>2</sup> of turf each year</li> <li>• Sting nematode is widespread on the oval. Stubby-root nematode was also identified as a serious problem.</li> <li>• The ground is still prone to becoming excessively soft and muddy in wet conditions.</li> <li>• Drainage - there is no immediate need for remedial action, however there is the potential for drainage to deteriorate during winter.</li> </ul>
Leederville Oval Economic Study Report to City of Vincent (March 2018) Final Report – ACIL Allen Consulting	<p>The City's economy has grown at an average of 3.7 per cent per annum over the past five years. In the 2017 season, Leederville Oval hosted 70 games of State league football making it the most used State league football venue in Western Australia. Leederville Oval and its buildings is also used by the local community for a variety of activities.</p> <p>It is estimated that Leederville Oval contributed \$3 million (\$2.99 million) of value added in direct and indirect economic output in the City of Vincent in 2016-17. This represents a little less than 0.1 per cent of the local economy, or 0.1 per cent if the influence of the Water</p>

Document	Precis of Main Considerations
	<p>Corporation is abstracted from the City’s overall economy. The implied economic value added multiplier is 5.9, which means that for every dollar spent by the Oval in the City of Vincent, additional spending of \$4.90 is generated across the City of Vincent’s economy.</p> <p>The large multiplier occurs because the operations of the Oval (being the sum of the activities of the two football clubs and the City of Vincent in maintaining the Oval and its buildings) produce very little economic profit – almost all of the revenue raised is spent on the activities of the Oval. The direct economic activity of the Oval and all associated flow-on activity generated three direct jobs, and 24 indirect jobs across the City of Vincent in 2016-17.</p> <p>An increase in the average crowd from around 2,100 per game to 3,000 per game could deliver an additional \$186,100 in local economic activity, while an increase to 5,000 per game could deliver an additional \$568,700.</p>
<p>Electrical Report: Leederville Oval Floodlight Upgrade Stage 1 &amp; 2 - Report Existing Conditions Report (14th June 2018)</p>	<ul style="list-style-type: none"> <li>• The existing site has sufficient power available from the existing point of attachment transformer to the Site Main Switchboard (SMSB) for the current lighting and general power works including illumination levels up to 500lux. The recently installed SMSB has sufficient space for an upgrade to 1000lux on the oval and would not need replacing.</li> <li>• The current recorded lighting measurement on the oval has a horizontal illuminance average of 391lux.</li> <li>• The existing pole and light configuration due to its aging equipment and some nonreplaced lamps, would not be suitable for a 500lux.</li> <li>• The LED solution is the recommendation solution for the site based on a Life Cycle cost analysis, site access issues and the most important issue of maintenance. If the proposed AFLW is introduced and television rights are required then the LED solution will remove any potential power spike issues in the system.</li> <li>• There is a need to investigate the possibility of piling to the existing eastern lighting towers (3 off) footings thereby reinforcing the existing footing to increase the support for a heavy-duty pole. This could potentially enable a 1000 lux requirement to be met.</li> <li>• The current obtrusive lighting measurements do not comply with the Australian Standards at the southern end of the ground.</li> </ul>
<p>Leederville Oval Energy Audit by Cundall (13/12/2017)</p>	<p>Electrical consumption is higher during the season with the base load for the period averaging 25,000kWh. Building has a base load consumption of approximately 20,000kWh. Flood lights consume the largest amounts of energy. The 1<sup>st</sup> floor function space is the second largest energy user. As of July 2017, the average daily cost of electricity is \$36.17.</p> <p>Average daily gas consumption was 270.44MJ as of July 2017. As of July 2017, the average daily cost of gas is \$22.75. There are no sub-meters located within the facility</p> <p>Based on the work undertaken to date, the consultants recommended the following initiatives would reduce the building’s energy consumption whilst minimally impacting on building operation.</p> <ul style="list-style-type: none"> <li>• Floodlight upgrade which provides an annual cost saving of \$ 19,500. Replacement with LED’s will further increase efficiency.</li> <li>• Photovoltaic installation which provides an annual cost saving of \$ 4,600</li> <li>• Staff training</li> </ul>

Document	Precis of Main Considerations
<p>Leederville Oval Services Condition Report by Cundall (22/12/2017)</p>	<p>The majority of services condition are ranked good. There is no BMS on site and base building lighting does not utilise a centralised lighting control system.</p> <p>5 No. flood lighting towers are located around the oval and are maintained by the council through a subcontractor. Each floodlight tower houses approximately 25 No. metal halide lamps. Floodlights are controlled via local controllers.</p> <p>All electricity consumption (including tenancy power) is charged on a common utility bill based on two physical meters measuring consumption for the floodlights and the building. The building also contains sub-meters to 5 areas.</p> <p>Code compliance issues include:</p> <ul style="list-style-type: none"> <li>• At present, the external fire hydrants do not reach all portions of the building at the end of a 60m hose in accordance with AS 2419. Further investigation would be required to determine the intent and strategy for the existing installation to determine the extent of remedial works.</li> <li>• The external fire hose reel located within the external grandstand was found to be defective and should be repaired as a matter of urgency to ensure it can be safely operated in an emergency event.</li> </ul>
<p>City of Vincent Heritage Strategic Plan 2013-2017 - May 2013</p>	<p>Prepared by Strategic Planning, Sustainability and Heritage Services, the document identifies the heritage assets within the custodianship of the City of Vincent. These include Perth Oval, Robertson Park, Hyde Park and Beatty Park. Leederville Oval is not incorporated within the list.</p>
<p>Leederville Town Centre Masterplan &amp; Built Form Guidelines (10/07/12)</p>	<p>It states: <i>'The Loftus Street Civic Precinct, is comprised of the City of Vincent Administration Centre, the Loftus Centre recreational facilities and the new City of Vincent Library and Local History Centre and the Leederville Oval. As an established and successful civic centre, the masterplan aims to consolidate the centre and provide more effective pedestrian links to other precincts. The masterplan highlights the potential redevelopment of the Vincent Street Leederville Child Care site.'</i></p> <p>No attempt has been made to integrate the oval and grandstand development within the overall master planning of the area.</p>
<p>The Leederville Masterplan: Public Consultation Discussion Paper</p>	<p>The document references Leederville as one of the most cosmopolitan and vibrant part of the Vincent community. In referring to Leederville Oval, at the time it was not seen as one of the key sites – the adjacent TAFE, Childcare Centre, Library, Local History Centre, Loftus Recreation/State Gymnastics Centre/Loftus Community Centre, Shire Offices (adjacent) and the then Dept of Sport and Recreation were. Key outcomes being sought included:</p> <ul style="list-style-type: none"> <li>• Economic Sustainability: realise maximum financial return, with managed financial risk to the City.</li> <li>• Environmental sustainability: deliver or facilitate 'best practice sustainable' development that is high quality, innovative, contemporary, environmentally efficient and safe.</li> <li>• Social sustainability: deliver or facilitate community and social activities where people can meet and interact.</li> </ul>



Document	Precis of Main Considerations
	<p>The education centre (TAFE and childcare) and Civic Precinct (library, Loftus Centre etc.) surrounded the site.</p> <ul style="list-style-type: none"> <li>• Movement through to Leederville Oval was identified from the TAFE site (existing access). A planted area was identified adjacent to Loftus Centre Car Park with direct entry to the Loftus Centre from Leederville Oval.</li> </ul>
<p>Reflect: Reconciliation Action Plan June 2017 - June 2018 – City of Vincent</p>	<p>The RAP sets out key actions and efforts that the City will pursue to further strengthen respect for, recognition of and relationships with Aboriginal and Torres Strait Islander people. Of the key actions the following are particularly relevant:</p> <ul style="list-style-type: none"> <li>• 6. Celebrate Aboriginal and Torres Strait Islander histories, cultures and achievements through arts, place making and cultural projects. <ul style="list-style-type: none"> <li>○ Increase representation of Aboriginal and Torres Strait Islander cultures, and in particular Whadjuk Noongar people, in public murals located within the City of Vincent.</li> <li>○ Investigate Aboriginal and Torres Strait Islander sites of significance within public places as the basis for future installation of plaque/s or other suitable infrastructure to acknowledge significant cultures, histories and achievements.</li> </ul> </li> </ul>
<p>City of Vincent Bike Plan (Aurecon 2013)</p>	<p>In the development of the Vincent Bike Plan due consideration was given to improving cycling safety and linking communities and facilities, as well as the needs of all types of cyclists, regardless of their age, gender, experience or reason for cycling.</p> <p>Compared to other local governments in the Perth Metropolitan area, the City of Vincent already has a bicycle travel mode share well above the average. Also, many bicycle commuters pass through the City of Vincent to and from the Perth CBD. This means that appropriate bicycle infrastructure should be considered a justified expense.</p> <p>The recreational cyclist is targeted by route and cycle infrastructure such as:</p> <ul style="list-style-type: none"> <li>• Shared paths</li> <li>• Meandering routes through parks and along rivers</li> <li>• Longer distance routes</li> <li>• Adequate information about routes (proper signage)</li> </ul>
<p>Physical Activity Strategic Plan 2009 – 2013</p>	<ul style="list-style-type: none"> <li>• The Physical Activity Strategic Plan's aim is to facilitate improved physical activity in the City of Vincent mainly through program delivery, the dissemination of information, creating environments that support physical activity and physical activity partnerships.</li> <li>• Selected comments raised during the plans development included: <ul style="list-style-type: none"> <li>○ More facilities to encourage proper stretching and warm-up/cool-down.</li> <li>○ More equipment needed at park to make it more interesting and safer.</li> <li>○ Small business development like cafes around parks.</li> </ul> </li> </ul>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> <li>○ Parks with outdoor gym equipment.</li> <li>● Shade is important.</li> </ul>
<p>Community Safety and Crime Prevention Plan 2015-18</p>	<p>Strategy focus included:</p> <ul style="list-style-type: none"> <li>● Community Safety and Promotion</li> <li>● Safety through effective partnerships</li> <li>● Safe places and safe spaces - It seeks to address matters impacting on the positive use of public spaces including parks, commercial areas and the entertainment precincts within the City, for increased social benefit. This strategy encompasses actions to further develop and maintain the City's assets as welcoming places and includes Crime Prevention through Environmental Design (CPTED) principles and other proactive strategies to deter and reduce anti-social behaviour.                             <ul style="list-style-type: none"> <li>a. Identify vulnerable public places and community spaces for improved safety, accessibility and crime prevention through CPTED principles.</li> </ul> </li> <li>● Collaborate with Technical and Health Services Divisions to promote, recommend and implement a CPTED approach to the development of the City's built and landscape development projects.</li> </ul>
<p>Town of Vincent Car Parking Strategy (9 March 2010)</p>	<p>The strategy identifies a Deck car park business model: Paving land for parking can impose environmental costs, including loss of greenspace (reduced parkland, garden, playing fields and open space), increased impervious surfaces and related stormwater management costs and aesthetic degradation. Where this has already occurred, the opportunity to construct deck parking will not impose a further environmental cost, and makes use of the already established demand and awareness of the particular site. Additionally, there is also an opportunity cost where valuable land appropriated for parking could be sold off and the income used for alternative purposes.</p>
<p>Town of Vincent Asset Management Strategy 2010 to 2020</p>	<ul style="list-style-type: none"> <li>● In order to fulfil its obligations in delivering a variety of services to the community, the Town must ensure that the assets supporting these services are managed in a way that guarantees maximum performance for the lowest "whole of life" cost.</li> <li>● It is proposed to review the Asset Management Strategy every 3 years in conjunction with the Long Term Financial Plan and Plan for the Future. The Town's Risk Management Strategy will also guide future actions and assist in the prioritisation of actions and/or activities if identified.</li> </ul>
<p>Disability Access and Inclusion Plan 2012 – 2017</p>	<p>Of the strategies identified, the following are specifically relevant:</p> <ul style="list-style-type: none"> <li>● 2.3 Planning of facilities and equipment considers accommodating people with specific requirements: Park design considers a wide range of access requirements including seating, paths, parking, toilets, signage and shelter. Play equipment includes access options for children and carers who have specific access requirements. Community and leisure facilities is reviewed as required to meet specific individual access requirements.</li> </ul>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> <li>2.4 Footpath access shall undergo a process of Continuous improvement: Continue the footpath upgrade programme and adopt a range of strategies to provide information regarding the importance of maintaining footpath access standards in relation to ensuring universal access</li> </ul>
Vincent Town Centre Place Plans: Volume 01	Sets out the strategic direction for all of the City's town centres and outlines the projects (including associated funding and resources) which are common to all town centres. The City of Vincent is committed to 'Greening Vincent' by increasing overall canopy cover, creating more liveable and walkable neighbourhoods and fostering biodiversity within the City of Vincent.
Place Planning Documents	Leederville and West Perth Vision 2024 - Community facilities are accessible to all residents and cater to the diverse needs of our community. The community values large and small open spaces which serve both active recreational and passive uses. Excellent infrastructure provides a high level of public amenity. A neighbourhood park is within walking distance of all households without the need to cross a major road. Our parks and open spaces are well connected and recognise indigenous and heritage values. Guiding Principle: Parks and public open spaces are protected, enhanced and increased. Developed as quality 'people places' with public facilities catering for all users, parks are a focal point for community interaction and activity.
Town of Vincent Economic Development Strategy 2011-2016 (Nov 2010)	Leederville stakeholders – want to retain the unique character: Through appropriate urban design and development of vibrant open spaces, the precinct will continue to prosper as an upmarket, alternative precinct that is attractive to niche business owners and a diversity of visitors.
The Multicultural Plan 2013 – 2017	<p>The Plan communicates to internal staff and residents the City's approach for improving access, removing barriers and promoting awareness of cultural diversity in the City.</p> <p>The Multicultural Plan 2013-2017 has three objectives:</p> <ul style="list-style-type: none"> <li>To implement a strategic planning approach to multiculturalism in the City of Vincent;</li> <li>To encourage community engagement to specific ethnic groups in the development and management of community projects and/ or events; and</li> <li>To foster an awareness of the City's role in supporting the development of a diverse range of quality multicultural facilities, activities and programmes, which contribute to the wellbeing of the community.</li> </ul>
Sustainable Environment Strategy 2011 – 2016	<p>This Strategy provides a framework to progress the City to an environmentally sustainable future. These include:</p> <ul style="list-style-type: none"> <li>Increasing opportunities for residents, businesses and visitors to use cycling and walking as their preferred means of transport;</li> <li>Encouraging sustainable practices that conserve the City's key physical features;</li> <li>Ensuring the effective and efficient management of water supplies within the City;</li> </ul>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> <li>• Encourage the incorporation of water sensitive urban design in developments within the City.</li> <li>• Continue to replant areas of City-owned land with local plant and tree species to increase food and habitat areas, including native fringing vegetation as faunal habitat areas.</li> </ul>
<b>Relevant Sate Documentation and Sport Specific Plans and Strategies</b>	
<p>Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020 (Department of Sport and Recreation)</p>	<p>The document provides vision and direction for Western Australia’s Sport and Recreation Industry. The following key challenges, relevant to the development of sporting infrastructure, are:</p> <ul style="list-style-type: none"> <li>• <b>PUBLIC OPEN SPACE AND URBAN FORM:</b> Spaces for sport and active recreation are integral components of urban infrastructure and make a significant contribution to community health and wellbeing. In order to deliver public open space, which meets the needs of communities into the future, we must be efficient with resources, focus on the function of sites, provide equitable access to facilities and secure strategically important regional scale spaces.</li> <li>• <b>COMMERCIALISATION:</b> A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially-oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue.</li> <li>• <b>FINANCIAL [UN]CERTAINTY:</b> The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances. Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment.</li> <li>• <b>LIFE COURSE AND LIFE STAGE PARTICIPATION:</b> The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially-beneficial outcomes for our community.</li> </ul>
<p>City of Perth Grandstands Heritage Report -Perth Oval, Lathlain Park, Leederville Oval (Prepared for Department of Sport and Recreation)</p>	<p>The review examines the relative heritage of the three stands and then provides an assessment of the sensitivities in a heritage context associated with the three sites. The outcome of the report has not been formally endorsed and adopted by State Heritage and as such Leederville Oval is not contained within any state heritage listing.</p> <p>The reports states: Perth Oval and Leederville Oval have been considered for entry in the State Register of Heritage Places, with Perth Oval being entered in the Register and Leederville Oval was assessed as not justifying assessment. Lathlain Oval has not been referred for assessment. Comparative analysis of the three stadia indicates little difference in the degrees of significance of each of the grounds. In terms of patronage and continuity of codes, Leederville Oval has a marginal edge on heritage value related to its relatives at Perth and Lathlain .</p>

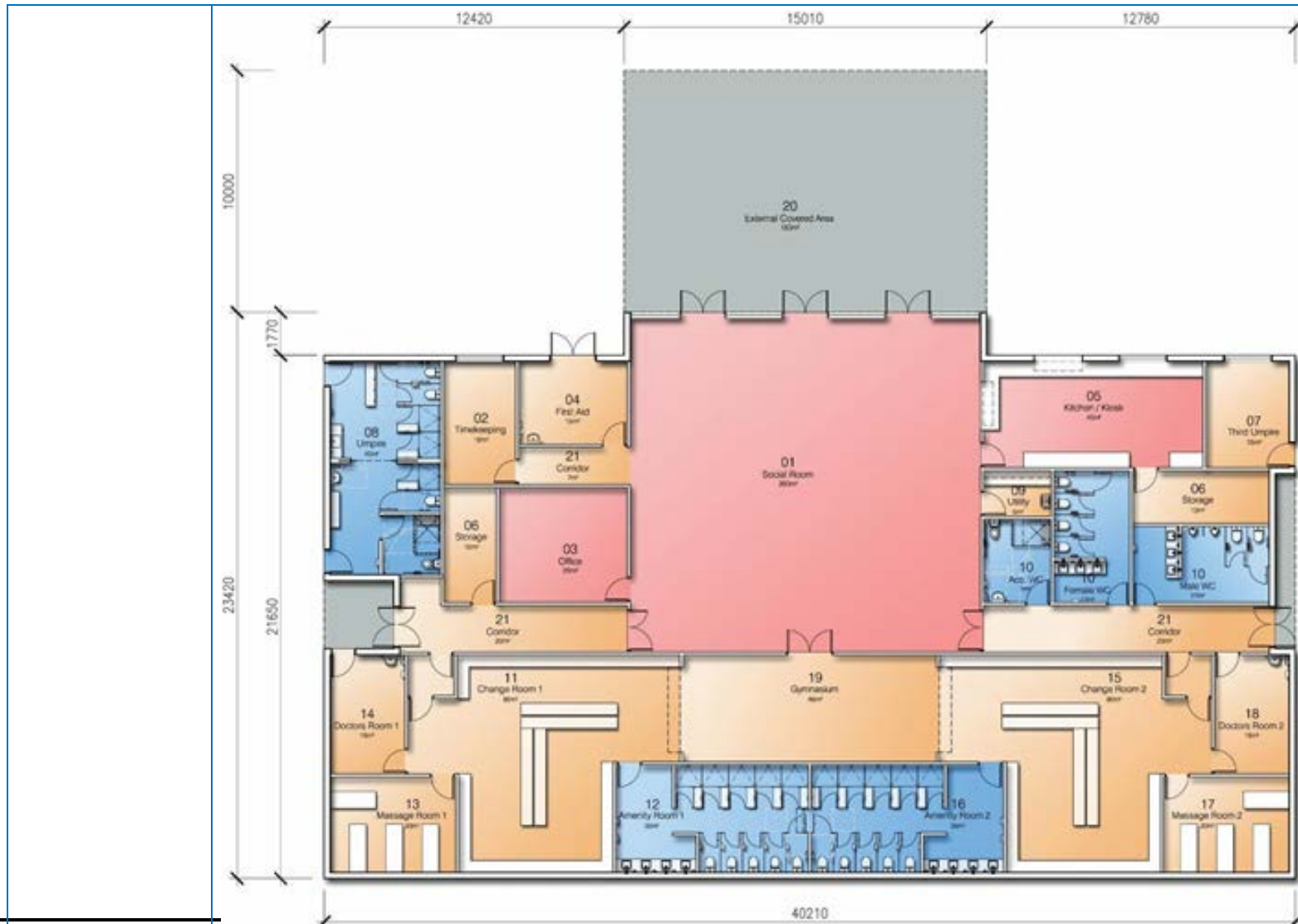
Document	Precis of Main Considerations
<p>December 2013) Griffiths Architects</p>	<p>Given the possibilities for a sustainable future, it is a more likely prospect that Leederville Oval and its grandstand have the prospect of conservation and adaptation. Options for Lathlain Park Oval grandstand may need to be considered if its long term future cannot be sustained. This view however is predicated on Perth Oval being demolished to make way for the redevelopment of the site and the lack of long term viability of Lathlain Park Oval. It further states:</p> <p><i>Leederville Oval Grandstand has been adapted to suit changing conditions and requirements over time, and has had additions made to its northern and southern ends. Notwithstanding these changes, its architectural intent remains legible and prominent. Retention of this grandstand would ensure that a good representative example of the suite of grandstands would be a reminder of the development of WAFL in the post World War II era, and of the considerable amount of work that was done by the City of Perth in preparation for the VIIth Commonwealth and Empire Games in 1962. It is recommended that it should be retained, conserved and adapted for future use, if possible.</i></p>
<p>Classification framework for public open space (Department of Sport and Recreation) 2013</p>	<p>Within the Classification Framework for Public Open Space, different types of POS infrastructure are categorised by primary function: recreation, sport and nature space; and by expected catchment: local, neighbourhood, district or regional open space.</p> <p>Descriptions of primary function comprise:</p> <p>Recreation space</p> <ul style="list-style-type: none"> <li>• Provides a setting for informal play and physical activity, relaxation and social interaction.</li> <li>• Includes open parkland and gardens, community gardens, corridor links, amenity spaces, community use facilities, civic commons or squares.</li> </ul> <p>Sport space</p> <ul style="list-style-type: none"> <li>• Provides a setting for formal structured sporting activities.</li> <li>• Includes playing surfaces, buffer zones and supporting infrastructure such as clubrooms.</li> </ul> <p>Nature space</p> <ul style="list-style-type: none"> <li>• Provides a setting where people can enjoy nearby nature.</li> <li>• Includes sites managed to encourage recreational access while protecting local ecological and biodiversity values.</li> </ul> <p>Catchment category descriptions are based on expected purpose, typical size and how far a user might travel from their home to visit parkland, and include:</p> <p>Local Open Space</p> <ul style="list-style-type: none"> <li>• Usually small parklands that service the recreation needs of nearby residents.</li> <li>• 0.4ha to 1ha in size and within 400 metres or a 5 minute walk.</li> </ul> <p>Neighbourhood Open Space</p>

Document	Precis of Main Considerations
	<ul style="list-style-type: none"> <li>• Usually provide a variety of features and facilities with opportunities to socialise.</li> <li>• 1ha to 5ha in size and within 800 metres or a 10 minute walk.</li> </ul> <p>District Open Space</p> <ul style="list-style-type: none"> <li>• Usually designed to provide for organised formal sport and inclusion of substantial recreation and nature space</li> <li>• 5ha to 15ha in size and within 2 kilometres or a 5 minute drive.</li> </ul> <p>Larger areas of Regional Open Space are expected to serve one or more geographical or social regions and attract visitors from outside any one local government (LG) area. Size will be variable and dependent on function. When sport space is identified as a necessary regional function, land allocations for playing fields and sports facilities are expected to be upwards of 20 hectares in area.</p>
<p>State Sporting Infrastructure Plan Review 2019 (DLGSC)</p>	<p>The Plan (formerly the State Sporting Facilities Plan) has been developed by the DLGSC to serve as forward planning for the provision of infrastructure to service State, National and International level sporting competition. Reference is made to the following projects which do not have an identified site:</p> <ul style="list-style-type: none"> <li>• BMX – State facility business case and feasibility planning</li> <li>• Cycling – Criterion Track</li> <li>• Lawn Bowls – State Centre</li> <li>• Softball – State Centre Business Case</li> <li>• Table Tennis – State Table Tennis Centre</li> <li>• Rugby League – Admin and Training Facilities Business Case</li> <li>• Squash – State Facility.</li> </ul> <p>Key Themes identified for the sports and relevant to Leederville Oval include:</p> <ul style="list-style-type: none"> <li>• Resources: Sports with lower inherent levels of commercial opportunity face the risk of further declines in participation due to their low levels of resourcing and exposure. A lower diversity in sports offerings is likely to have a negative impact on participation rates.</li> <li>• Cultural Hubs: Sport is arguably Australia’s most popular cultural past-time and there is a significant opportunity to create integrated cultural hubs or precincts that provide both efficient use of shared facilities and offer a wider variety of cultural and entertainment offerings, further integrating sport into our local way of life. Facility provision therefore requires continued integration with broader strategic planning and local government planning processes.</li> </ul> <p>The approach by state government to funding is now moving towards outcome based assessments. The development of evidence-based outcomes enables alignment with external funding objectives.</p>

Document	Precis of Main Considerations
<p>W AFC Strategic Community Plan 2017-2022</p>	<p>A number of critical initiatives are proposed to secure the future development of the sport and potentially impact on the development of Leederville Oval. These include:</p> <ul style="list-style-type: none"> <li>• E3.1 Relocate the district development staff into 3 metropolitan-based offices, central to their geographic areas of responsibility (which could be at a WAFL Club, subject to appropriate facilities being available)</li> <li>• E5.1 Identify and implement other specific competition equalisation measures that support club sustainability, team competitiveness and a broadcast quality competition, with all measures in place by the end of the 2019 season including zone review of WAFL Club/District zones.</li> <li>• E5.2 Change the WAFL home and away season to an 18-round season to assist in managing the costs of the competition.</li> <li>• E5.3 Undertake a detailed review of community expectations for WAFL Clubs to develop an appropriate mix of facilities, services, food and beverage experiences plus marketing strategies to attract a new generation of members and fans to the WAFL.</li> <li>• E5.4 Work with AFL to ensure the WAFL remains the only senior competition in WA from which AFL players can be drafted and provide support to potential draftees accordingly.</li> <li>• E5.5 Implement strategies to work with the WAWFL to develop a new WAFL-aligned women’s competition and determine size and licence conditions for teams in the competition.</li> <li>• E5.6 Develop process for regular WAFL benchmarking both monthly and annually against agreed KPIs</li> <li>• E5.7 Review ideal competition structure for WAFL</li> <li>• E5.8 Develop a heritage and memorabilia plan.</li> <li>• T1.1 Transfer management of the WA talent pathway from the WAFL to the W AFC (with commensurate changes to WAFL funding and AFL draft fees), whilst supporting the deep connection of players to WAFL Clubs.</li> <li>• T2.2 Provide support to mature-age talent playing in the WAFL competition.</li> <li>• T2.3 Work closely with our AFL Clubs to effectively align Next Generation Academies with WAFL programs and planning.</li> <li>• T3.1 Develop a plan to provide relevant Professional Development and mentoring to support talented coaches, umpires and administrators.</li> <li>• S2.3 Seek a long-term broadcast deal that can offer new revenue opportunities for WAFL Clubs and showcase the WAFL to the broadcast market in WA.</li> <li>• S2.5 Adjust funding to WAFL Clubs to ensure a sustainable level of spending consistent with WAFL’s defined role as the premier state league, through a model that considers baseline funding, outcome-linked funding and project specific funding, with clear criteria linked to objectives. This will be done in consultation with clubs, providing an adequate transition process.</li> <li>• S2.6 Undertake a feasibility study of joint commercial assets and membership structure of the WAFL to increase value and financial return of those assets, whilst delivering increased value to partners.</li> <li>• S5.5 Develop strategic facilities plan including focus on female-friendly facilities.</li> </ul> <p>The document identifies a number of areas which are going to have a direct impact on the future of WAFL clubs and their extended business models. This will be developed over the next few years, Key messages however include the development of the women’s game and the need</p>

Document	Precis of Main Considerations
	to adapt new facilities to meet the growing demand. In addition, the support for talented coaches, umpires and administrators in addition to players which ultimately feed the national AFL will become more dominant.
AFL Facility Guidelines (AFL 2019)	<p>The following is a summary of the recommendations contained within the facility guidelines for state level infrastructure. State facilities are primarily servicing state leagues and elite underage competitions and are seen as second tier competition facilities. These facilities are also used for competition finals as they are maintained to a showcase level, offering higher standard of amenities with perimeter fencing and the capacity to cater for larger crowds. They contribute 3% of venues nationally. The diagram below identifies the facility composition suggested for state facilities. This is the minimum requirement for one club and does not take into account the WAFL club development programs and unique zonal responsibilities of each club:</p> <p>Orientation and Design of Clubhouse (1,000m<sup>2</sup>) - State (Essential components):</p> <ul style="list-style-type: none"> <li>• Pavilions (and main viewing areas) should be positioned to allow viewing of the entire field of play and to avoid looking into the sun. For this reason, pavilions are generally positioned on the western side of the playing field.</li> <li>• Amenities (Player toilet/showers) - 35m<sup>2</sup> x 2, Change Rooms - 80m<sup>2</sup> x 2 and Massage Room – 20m<sup>2</sup> x 2</li> <li>• Gymnasium – 46m<sup>2</sup></li> <li>• External covered viewing area - 150m<sup>2</sup></li> <li>• Kitchen and Kiosk - 40m<sup>2</sup></li> <li>• First Aid/Medical Room (Public Access) - 15m<sup>2</sup>, Doctors Room – 15m<sup>2</sup> x 2</li> <li>• Office/Administration/Meeting - 25m<sup>2</sup></li> <li>• Public Toilets - Male 17m<sup>2</sup>, Female 17m<sup>2</sup>, Disabled 9m<sup>2</sup></li> <li>• Storage (internal and external) - 22m<sup>2</sup></li> <li>• Social/Community Room - 200m<sup>2</sup></li> <li>• Timekeeping/Scorers Box - 15m<sup>2</sup></li> <li>• Umpires' Rooms (including toilet and showers) - 40m<sup>2</sup> and third umpire - 15m<sup>2</sup></li> <li>• Utility/Cleaners Room - 5m<sup>2</sup></li> <li>• Corridors – 84m<sup>2</sup></li> <li>• The minimum level maintained average horizontal illuminance for semi-professional venues is 200lux but needs of AFL / AFLW and second tier competitions can alter based on competition regulations, broadcast needs and local environments. Venue owners wishing to conduct games are advised to consult closely with their AFL State body or relevant competition governing body to ensure lighting design and levels meet all stakeholder requirements.</li> </ul>





Document	Precis of Main Considerations
<p>Hockey WA Strategic Facilities Plan (2009)</p>	<p>The option to develop a synthetic hockey turf within the oval space was identified as a potential opportunity at the Leederville Oval site in its initial inception phase. The 2009 strategic plan for hockey contains a series of recommendations relating to the provision of synthetic turf and grass pitch infrastructure. In consideration of State Sporting Strategic Facilities Plan, the Hockey WA Board is to review its existing policy titled “Additional Synthetic Turf” to determine the level of and the conditions under which funding may be available for turf provision. Twelve (12) specific sites are identified for synthetic turf pitch provision with associated grass pitch provision. The document is principally focused on metropolitan Perth and identifies a population trigger point of 1:75,000 head of population for turf provision. Due to a recent increase in turf provision which has had an adverse impact on existing turf viability, particularly at the State Hockey Centre, Curtin, Hockey WA have indicated they are in the process of reviewing the strategy with a view to providing more detailed guidance for the long-term viability and sustainability of turf infrastructure.</p>
<p>5 Trends Driving the Future of Parking (Blake Laufer, VP of Research 2016)</p>	<p>During the development of the Master Plan the ability to generate alternative revenue sources were considered. Of those, car parking was considered to be a short to medium term option to underwrite the development of the site and sustain club activities. This study sought to assess the likely future for car parking within developed urban areas. The key outcomes indicated:</p> <ul style="list-style-type: none"> <li>• Self-driving Cars: University of Toronto predicts that autonomous cars could reduce parking demand by 90%.</li> <li>• The Internet of Things: Everyday physical objects will be connected to the Internet and will be able to identify themselves to other devices. Providing “ambient intelligence” and the ability to locate the best option available.</li> <li>• Smart Cities: Real-time occupancy data available via apps and signage; Optimization facility use via car counting. Dynamic pricing to incentivize parkers toward specific locations. Traffic congestion optimisation.</li> <li>• Millennials: Studies reveal they are less likely to use cars (Americans under 30 are 7.2 times more likely to take public transit than Americans over 60 - University of Michigan).If you're living in a city with a robust multi-modal transit system then you won't own a car</li> <li>• Data Analytics: Impact on carbon footprint analysis – making small adjustments to systems.</li> </ul>

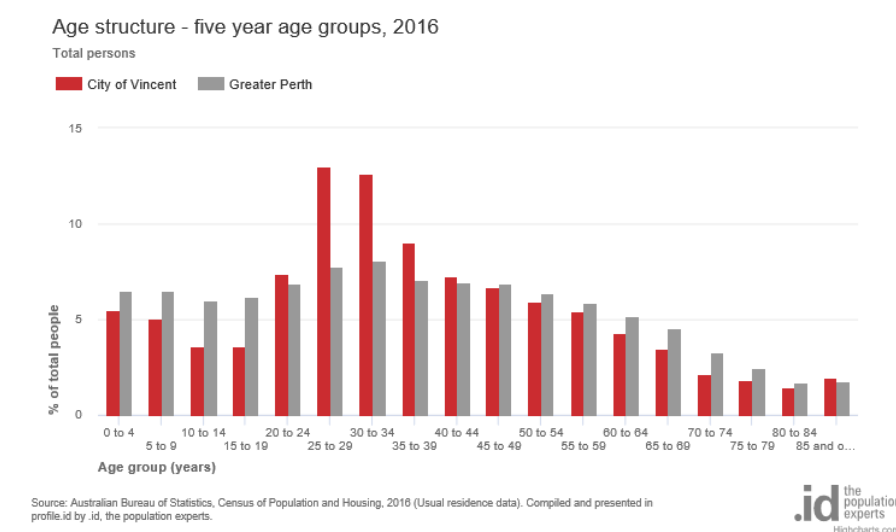
## APPENDIX B: Demographic Analysis

The following information identifies the City of Vincent Demographic influences. The information has been obtained from Forecastid™; Profileid™ and the ABS 2016 Census. In addition to support the catchment analysis data was obtained from Community Profile and Social Access (City of Vincent, City of Subiaco, City of South Perth & City of Perth), Remplan Community (City of Stirling) and WA Tomorrow (2015) (City of Stirling & Town of Cambridge)

### Population & Growth

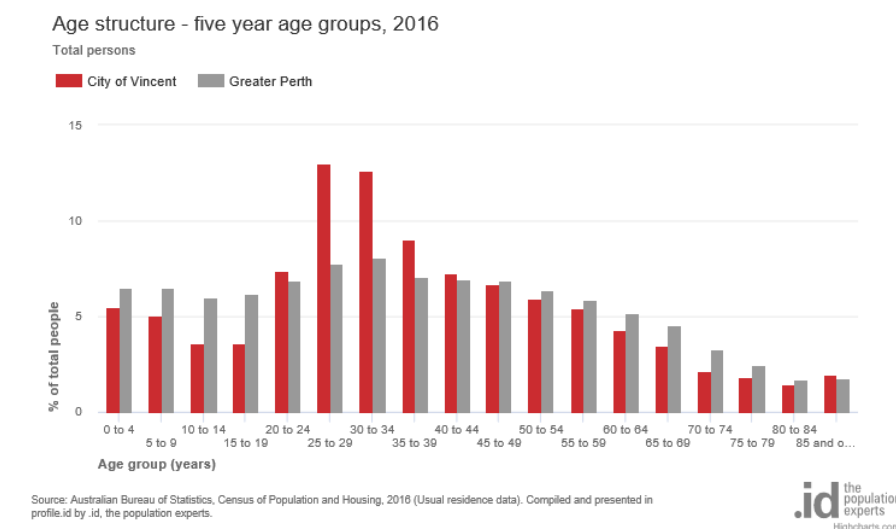
The 2018 population of City of Vincent estimated at 33,693 (Estimated Resident Population). Figure 11 refers. This represents an increase of 2,145 (6.8%) since the 2011 census.

Figure 11: Population of the City of Vincent 2016 (Source: Profile ID)



- The City has a population density of 31.37 persons per hectare with an average household size of 2.18.
- 18,787 people living in the City of Vincent in 2016 were employed, of which 65% worked full-time and 33% part-time. With 33% of households earned an income of \$2,500 or more per week in 2016.
- The primary housing market role played by the City of Vincent has moved historically from the provision of modest workers' housing to a high-demand 'lifestyle migrant' area attracting professionals, young people, and students.
- Analysis of the five year age groups of the City of Vincent in 2016 compared to Greater Perth shows that there was a lower proportion of people in the younger age groups (under 15) as well as a lower proportion of people in the older age groups (65+):
  - A larger percentage of persons aged 25 to 29 (13.0% compared to 7.7%)
  - A larger percentage of persons aged 30 to 34 (12.6% compared to 8.0%)
  - A smaller percentage of persons aged 15 to 19 (3.6% compared to 6.2%)
  - A smaller percentage of persons aged 10 to 14 (3.6% compared to 6.0%)
- The most significant growth between 2011 and 2016 was in the 30-34 age range (795), 65-69 age range (369) and 5 to 9 age range (325). However, the most significant fall was in the 20 - 24 age range (-399).

Figure 12: City of Vincent Age Structure for 2016 (Source: Forecastid)



Projected Population data and 2km/5km Catchment of Leederville Oval

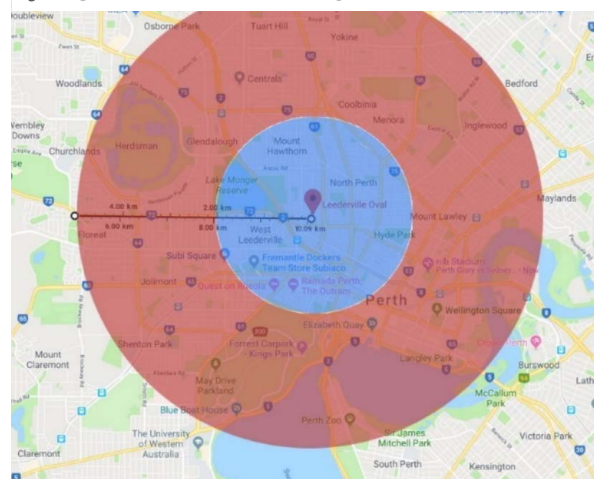
The key population indicators are contained at Appendix B and summarised below. They indicate:

- The City of Vincent population forecast for 2019 is 38,713 and is forecast to grow to 51,726 by 2041.
- It is assumed that the migration flows of younger professionals into higher density residential areas within the City will continue into the future.

Under the designated Public Open Space definition of District Open Space, a catchment of 2km is generally accepted as being appropriate for community level sporting provision. For state level/Regional infrastructure the general catchment is accepted as being 5km. It is accepted however that for WAFL clubs the likely supporter catchment of any site is likely to draw from a much broader catchment of 5km. For major non-sporting events, it is also likely that the catchment may be broader than a 5km catchment. Nevertheless, for regular community events which perform a regional function the likelihood is that over 80% of users will gravitate to the site from a 5km catchment. For this reason, an assessment of the population demographics has been undertaken based on both a 2km and 5km catchment:

- The 2km and 5km catchment of the Leederville Oval site is shown in the Figure 13. The 5km catchment includes suburbs within the City of Vincent, City of Subiaco, City of Perth, City of South Perth, Town of Cambridge and City of Stirling.
- Within the 2km and 5km catchments of the LO site the following table and graph indicates the likely population growth to 2036:

Figure 13: Leederville Oval 2km and 5km Catchments

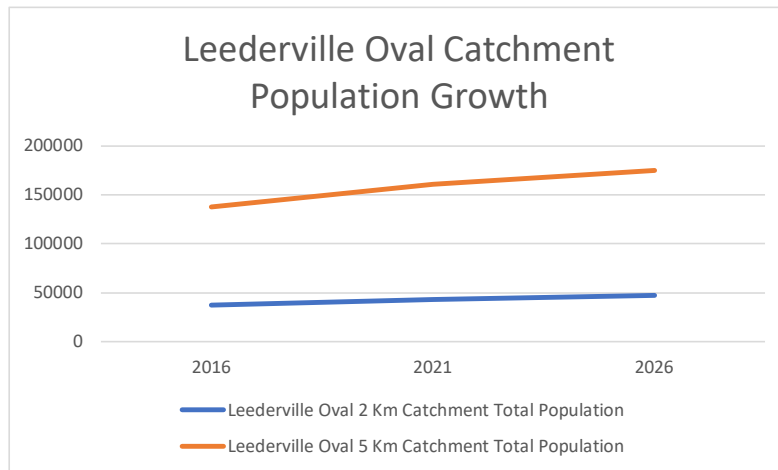


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Table 12: 5km and 5km catchment populations

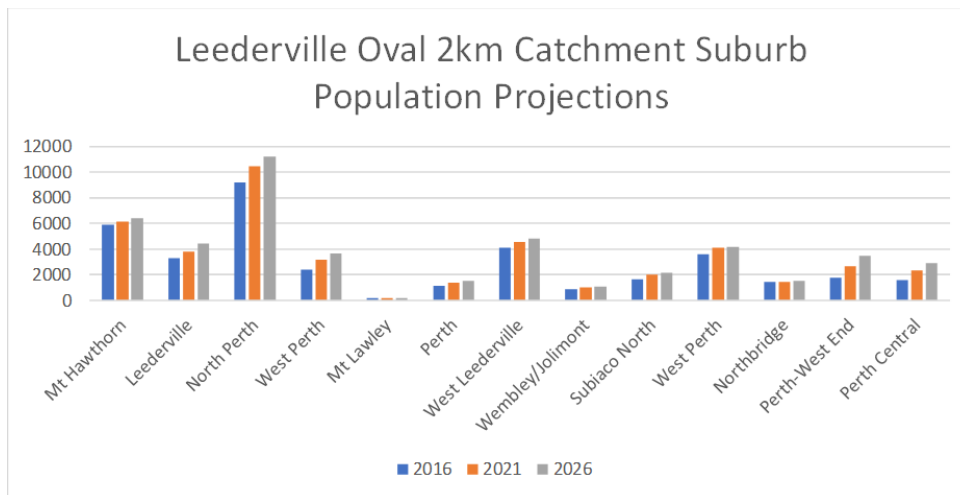
Population Year	2016	2021	2026
2km Catchment	37,062	43,320	47,396
5km Catchment	137,119	160,551	175,060

Figure 14: Leederville Growth Summary by Catchment (Source: WA Tomorrow / Forecastid)



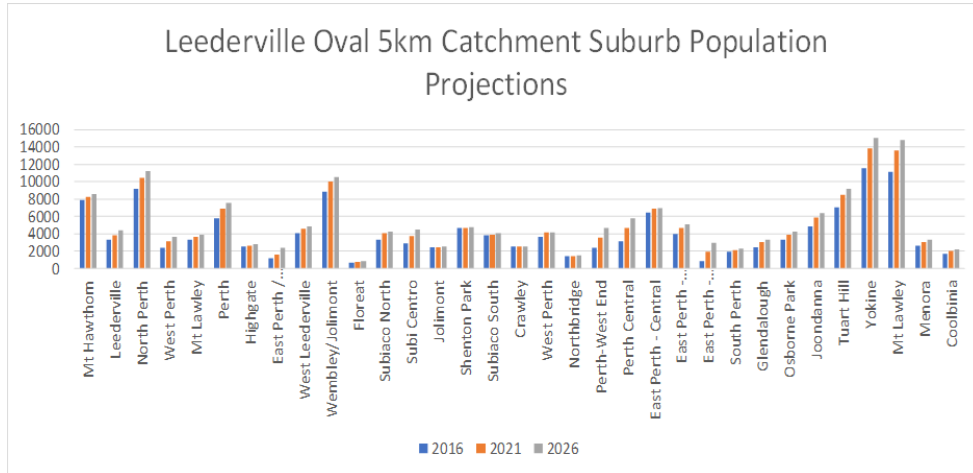
- The 2km growth figures indicate that the majority of growth is going to occur in the suburbs of North Perth, West Perth and Leederville within the City of Vincent and Perth – West End and Perth Central, within the City of Perth.

Figure 15: Leederville Oval 2km Catchment by Suburb – Population Projections (Source: ABS Census 2016)



- The 5km growth figures show a much more extensive growth in areas within the City of Stirling (notably Yokine, Tuart Hill, Joondanna and Mount Lawley).

Figure 16: Leederville Oval 5km Catchment by Suburb - Population Projections (Source: ABS Census 2016)



- An assessment of key demographic indicators from the 2016 Census related to the 5km catchment of the site indicated:
  - A generally affluent society with all suburbs, with the exception of Crawley, Northbridge and West Perth having a significantly higher or equivalent high household incomes than the Greater Perth average. The low level for Crawley is generally indicative of a high student population. This is indicative of a generally higher level of disposable income and ability to spend on recreational pursuits when presented to individuals.

Figure 17: Leederville Oval 5km Catchment - Low Income Households (Source: ABS Census 2016)

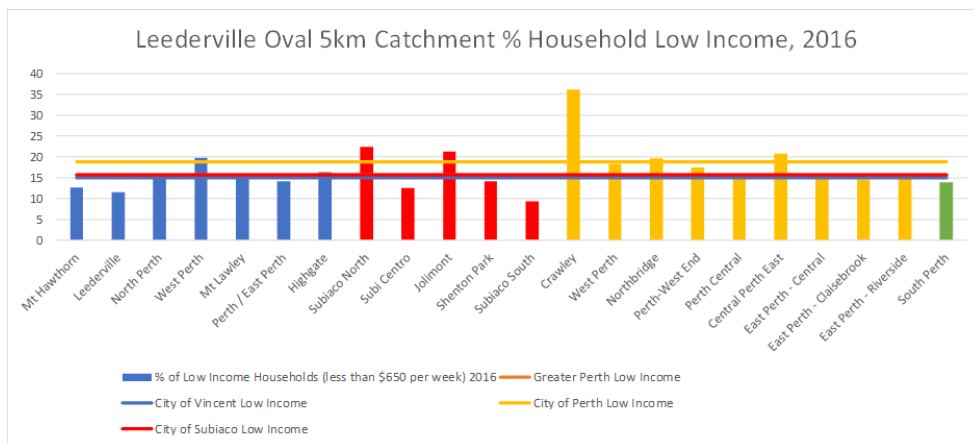
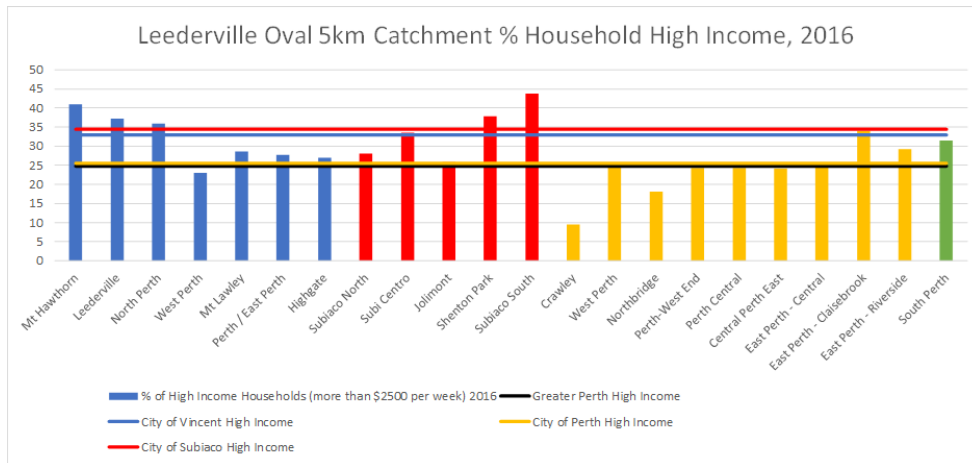
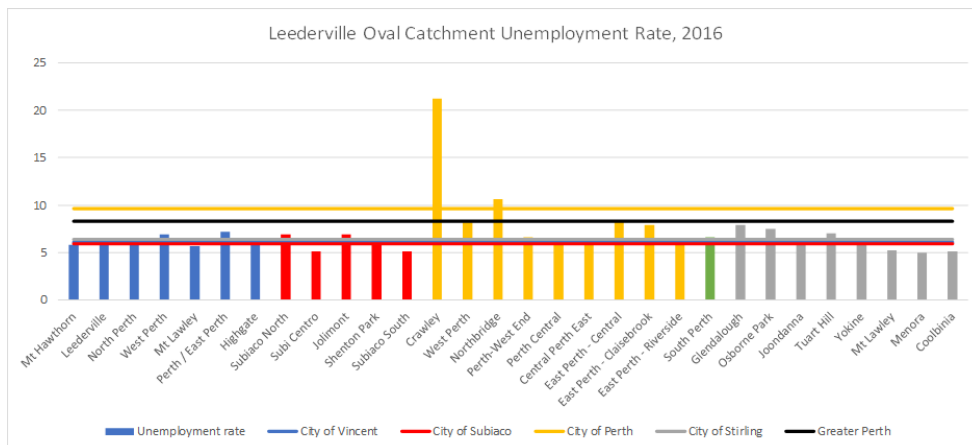


Figure 18: Leederville Oval 5km Catchment - High Income Households (Source: ABS Census 2016)



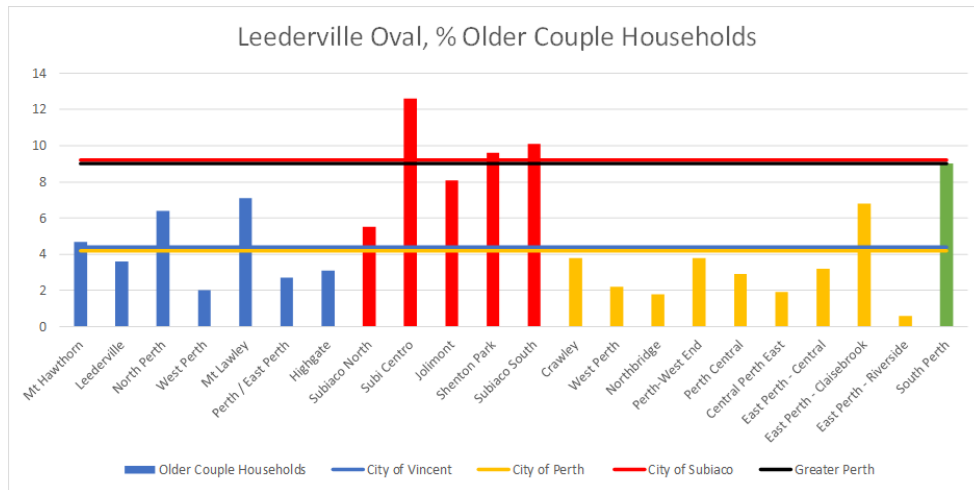
- o Similarly, unemployment rates were significantly below the Greater Perth average in all suburbs with the exception of Crawley and Northbridge. This is also indicative of a general ability within the catchment to generate disposable income to take part in festivals, events and sporting activities.

Figure 19: Leederville Oval 5km Catchment Unemployment Rate 2016 (Source: ABS Census 2016)



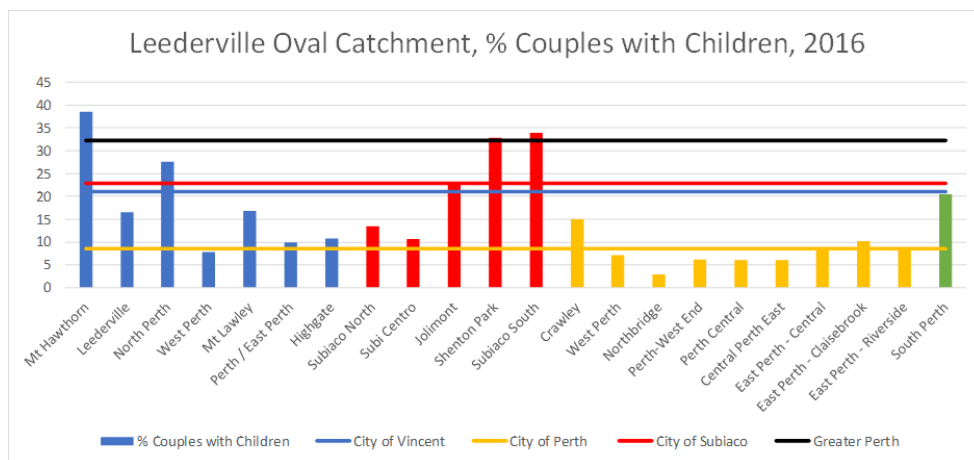
- o The percentage of older couple households within the catchment is significantly below the Greater Perth average in all suburbs with the exception of Subi Central, Shenton Park and Subiaco South. This is generally indicative of a young upwardly mobile area, which when coupled with disposable income and high employment rates are likely to support local events.

Figure 20: Leederville Oval 5km Catchment - Older Couple Households (Source: ABS Census)



- o All suburbs within the 5km catchment are below the Greater Perth average for couples with children (with the exception of Mount Hawthorn, Shenton Park and Subiaco South). Whilst this generally indicates a lesser requirement for family based activities, it also tends to indicate a higher degree of disposable income aligning to the other indices.

Figure 21: Leederville Oval 5km Catchment - Percentage of Couples with Children (Source (ABS Census 2016))



### Catchment Population Implications

The assessment of the current demographic indices and future anticipated population growth highlights the potential capability of the 2km and 5km catchments to support community events and social infrastructure financially.

Generally, where there are areas with high levels of assumed disposable income, coupled with high employment rates and a younger demographic there is indicatively a higher demand for social activities



at evenings and weekends. Such people are generally prepared to travel to attend events which appeal to them and in particular support similar events locally.

Whilst the fan base for WAFL Clubs is generally perceived to be ageing with measures being put in place to attract a higher percentage of youth and family members, the major attractor for Leederville Oval is likely to be as a broader event space. The provision of WAFL infrastructure therefore is likely to have to consider a broader activation hook than pure football development if the Leederville Oval site is to become a financially viable proposition. This is likely to demand other activation activities to draw the catchment population into the site in addition to festivals and events. A younger and growing upwardly mobile demographic within the City of Vincent and broader catchment is also likely to be demanding of more and more social activity and event spaces.

## APPENDIX C: Facility Benchmarking

### WAFL and Equivalent Benchmarks

Research has been undertaken into state level football facility infrastructure and some of the lessons learnt in respect of the consequential impact on community use; the viability of clubs and level of infrastructure desired. The information supplied below relates to development of infrastructure related to state level facility developments (previous VFL grounds and WAFL clubs) where the key tenants have been football clubs:

Table 13: Selected Facility Benchmarks

Facility	Lessons Learnt
<p><b>North Melbourne – Arden Street</b></p>	<p>Business case developed by Coffey. The focus was as much on community as football. It incorporated:</p> <ul style="list-style-type: none"> <li>• Incorporated indoor training facility (shared with Melbourne Tigers Basketball Team).</li> <li>• Commercial gymnasium.</li> <li>• 2 connected facilities – run by the City. North M had use of basketball facility. Community learning centre was provided for CaLD community.</li> <li>• 2-storey building – Fencing Victoria based on top floor. North M had ability to have access to this area.</li> <li>• Community could gain access to lecture theatres and other areas.</li> <li>• Management model – Club and City management but with interactions across both.</li> </ul> <p>As a former VFL base it is considered to be one of the best examples where community and club development outcomes have been achieved in a collaborative manner. A true football community facility where additional services complement player, coach and official development program use.</p>
<p><b>Carlton Facility – Princess Park</b></p>	<p>The initial investment began in 2006/07 and incorporated the following:</p> <ul style="list-style-type: none"> <li>• Gymnasium, weights and stretch areas</li> <li>• 4-lane, 25-metre indoor heated pool</li> <li>• Medical offices and rehabilitation/treatment areas</li> <li>• Football Administration offices</li> <li>• Lecture theatre and meeting rooms</li> <li>• Change room facilities</li> </ul> <p>A broader Master Plan was developed in 2012 for the remainder of the park which incorporated a bowls club, bookable event area, temporary car parking, Carlton Recreation ground, grandstand, pavilion, tennis club, three ovals, a tram stop and public toilets. The vision was <i>‘Princes Park will provide for a diverse range of high quality passive informal and active recreation and sporting activities in a magnificent landscape of open spaces, surrounded by significant tree avenues and boundary plantings. The park will be accessible, safe and sustainably managed.’</i></p> <p>The development incorporated upgrades to existing infrastructure, additional planting, car parking rationalisation, a synthetic oval and other sports field upgrades. The overall development of the football infrastructure is considered to be principally a football facility with certain aspects incorporating community activity. The community aspects were considered to be more of a side issue to access funding. The facility incorporated a</p>

Facility	Lessons Learnt
	large commercial coffee shop, commercial allied health facilities. The business models for commercial operations have however been limited.
<b>Peel Thunder, Rushton Park, Mandurah</b>	<p>A \$9 million redevelopment of the ground, consisting of the construction of a new grandstand and facilities (change room, gym, function and administrative building), began in February 2010, and was completed in June 2011. The new development at the time was advocated as being able to <i>'substantially increase profits for Peel Thunder with 'out of football' revenue streams firmly established'</i></p> <p>An excellent football facility with good function room and bar area. The Platinum Room accommodates guest numbers up to approximately 500 persons (theatre style), and can be comfortably divided into North &amp; South. It is ideal for the larger conference group. Commercial gym (public and club) was compromised by local competition. Operational costs are excessive and hence the club have identified a need to review current business model which they are currently progressing.</p>
<b>Western Bulldogs – Whitton Oval</b>	<p>Initially a VFL facility and now the training and administrative headquarters of the Western Bulldogs Football Club. In September 2004, the club secured a deal for a \$19.5m redevelopment, with contributions from the Federal Government (\$8.0m), Western Bulldogs Forever Foundation (\$5.5m), State Government (\$3.0m), AFL (\$1.5m) and the City of Maribyrnong (\$1.0m). The development included a community and football club orientation. It includes a 120 place childcare centre, a conference and convention centre and a state-of-the-art sports, medical, and health care centre for the Bulldogs to use as a training base.</p> <p>There is a relationship with Victoria University around health disciplines. The university brought people in to undertaken support programs through an integrated business model. There is an indoor six basketball court hall providing a community basketball centre. The ground also includes a variety of commercially-oriented tenancies, including retail although it has been stated that the club did not focus on commercial activities.</p>
<b>West Perth Football Club</b>	A club that remains in serious financial difficulty following the recent announcement that the state government rejected a request for support to keep the club afloat at Arena Joondalup. This follows a \$200k debt write off in 2018. The club have reduced debt but have not been able to build revenues to a sustainable level. The club are at the behest of VenuesWest. In moving to Arena Joondalup, the club had nothing bar the football side of the facility to generate income. Therefore, their ability to generate non-core football income was negligible.

An additional review of WAFL facilities was undertaken on behalf of the WAFC by The Paatsch Group. The conclusions reached and selected recommendations are provided in summary in Table 14 below:

Table 14: WAFL Facilities Review (Source: Paatsch Group 2019)

Facility	Lessons Learnt
<b>Peel Football Club</b>	<p>Generally well thought out community integrated facility.</p> <p>Positive relationship with local Council</p> <p>Multiple funding streams across Federal, State and Local Government.</p>

Facility	Lessons Learnt
	<p>Incorporate commercial facilities that meet community needs.</p> <p>Include flexible function spaces to maximise revenue.</p> <p>Focus on non-match day revenue streams</p>
<b>Claremont Football Club</b>	<p>Well developed commercial facilities (tenancies)</p> <p>Model for provision of funding for long term maintenance.</p> <p>Innovative funding strategy through State Government via the liquidation of valuable commercial land around the ground by Government who in turn used part proceeds of land sale to fund facility.</p> <p>Be Clear on your target markets when developing facilities.</p> <p>Provide dedicated space (and enough) space for match day family fun activations</p>
<b>West Perth Football Club</b>	<p>Quality admin facilities</p> <p>Lack of Governance and planning in the development process.</p> <p>over design of certain areas but no commercial revenue and no obvious opportunities for commercialisation.</p> <p>Funded entirely through State Government with what appears to be lack of strategy.</p> <p>Need strong project governance separate from CEO or administration.</p> <p>Fully develop commercial partnership opportunities including agreements with external parties before proceeding.</p> <p>Test the operating financial assumptions with other similar facilities</p>
<p>Overall Recommendations include:</p> <ul style="list-style-type: none"> <li>• WAFC investigate shared facility related business opportunities on behalf of the Clubs, including but not limited to: <ul style="list-style-type: none"> <li>○ Gym/Health Club – single operator across multiple venues</li> <li>○ Catering and function sales - centralised across multiple clubs</li> <li>○ Allied Health/sports medicine/physio – single operator across multiple venues</li> <li>○ Facilities Management - centralised across multiple clubs</li> <li>○ Community programming – centralised across multiple clubs</li> </ul> </li> <li>• New Potential Drivers of Revenue: <ul style="list-style-type: none"> <li>○ Physio/Allied Health/Sports Medicine <ul style="list-style-type: none"> <li>▪ Commercial tenants possibly aligned to club medical services</li> </ul> </li> <li>○ Field Club <ul style="list-style-type: none"> <li>▪ Generally low cost as they sit in dead space adjacent change room</li> <li>▪ Great inner sanctum product</li> <li>▪ Increase margin on premium hospitality</li> </ul> </li> <li>○ Decks and Terraces <ul style="list-style-type: none"> <li>▪ Low cost premium hospitality option</li> <li>▪ Increase margin on food as can often serviced as BBQ style</li> <li>▪ Low capital cost</li> </ul> </li> </ul> </li> <li>• Stadium Activation and Community</li> </ul>	

Facility	Lessons Learnt
	<ul style="list-style-type: none"><li data-bbox="395 409 1145 459">• Maintain consistent message from football for a “community facility supporting the operations of a WAFL club”</li></ul>

## APPENDIX D: Visual Site Audits

The Leederville Oval site has significant constraints associated with its development. It is land-locked with a number of existing users surrounding the oval which impacts on the opportunity to raise the visual profile of the site. For the purposes of the visual audit and to guide initial architectural/landscape architect considerations it has been divided into 10 specific areas. These are depicted below:

Area 1: Detached covered viewing area bank and overflow car parking area.

Area 2: Northern gate, banking and terracing.

Area 3: Eastern terracing adjacent to Loftus Centre.

Area 4: South-eastern banking, public toilets and access to Civic Centre.

Area 5: Southern oval and footpath adjacent to Vincent Street.

Area 6: Department of Local Government Sport and Cultural Industries Building (leased).

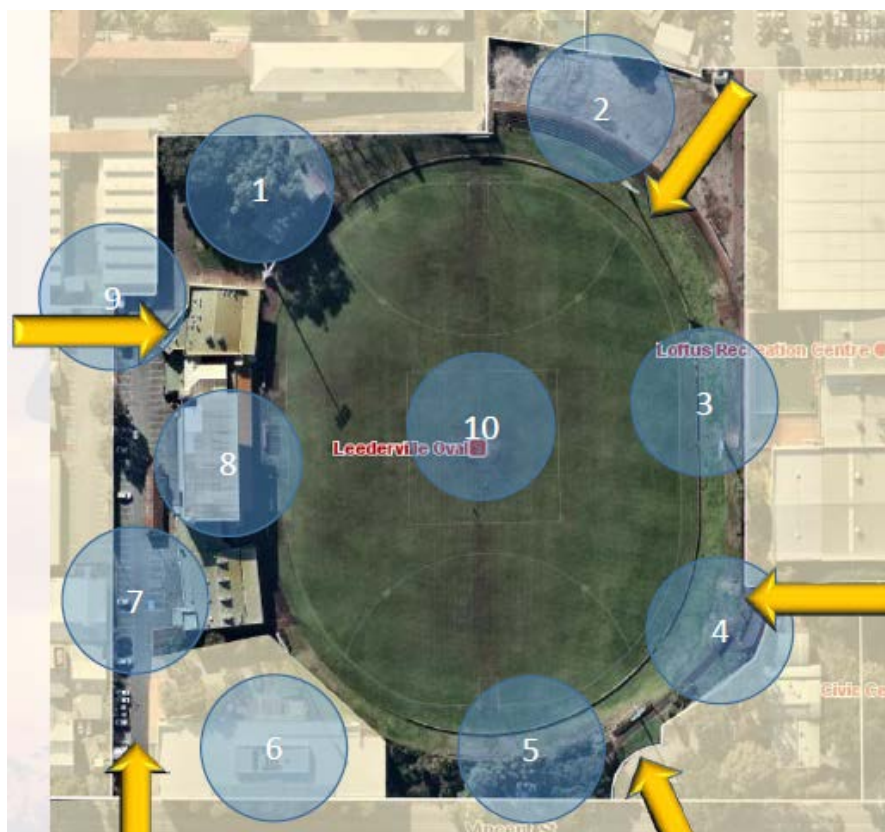
Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC).

Area 8: Main grandstand and administrative base of SFC and EPFC.

Area 9: Western entry to site from TAFE.

Area 10: The football oval and floodlighting.

Figure 22: Visual Audit Components

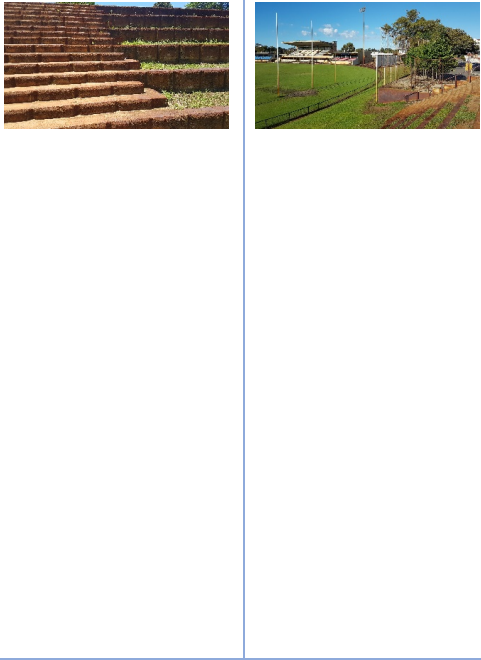



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Visual assessment	Images	
<p>Area 1: Detached covered viewing area bank and overflow car parking area.</p> <ul style="list-style-type: none"> <li>• Cantilevered stand whilst appearing structurally sound is showing signs of decay. Positioned adjacent to oval boundary fence it is constructed of corrugated sheeting with four supporting columns.</li> <li>• The permanent bench seating is poor and in need of replacement. Half of the seating is uncovered.</li> <li>• Stained by bore water.</li> <li>• Elevated viewing position on grass bank with car parking overflow behind.</li> <li>• Existing mature tree (Moreton Bay Fig) which provides extensive shade on boundary with adjacent landowners.</li> <li>• Mature tree on banking behind stand.</li> <li>• Extensive area behind stand provides opportunity for re-aligned car parking and servicing of site. Care will need to be exercised to integrate mature trees within any development.</li> <li>• To gain access to the main grandstand requires spectators to walk through the stand.</li> <li>• A floodlighting pylon is located to the south of the stand.</li> </ul>		
<p>Area 2: Northern gate, banking and terracing.</p> <ul style="list-style-type: none"> <li>• Currently the main gated entrance from the Loftus Recreation, Library and Civic Centre car park.</li> <li>• Access is narrow but both vehicular and pedestrian access can be achieved from the adjacent car parking area.</li> <li>• Banking is elevated above the oval with a slight incline from the gate to a series of 0.5 metre high limestone terrace beds.</li> <li>• Limestone steps provide access to the wide grass apron and edge of the fenced oval within which one floodlighting column is positioned.</li> <li>• The top part of the banking provides a relatively open area covered in wood chip which is used to gain</li> </ul>		

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Visual assessment	Images	
<p>access by event service vehicles (food and drink wagons).</p> <ul style="list-style-type: none"> <li>The spectator gate provides a permanent shade structure but is old and provides paying access during match days with no box provision for employees. The area can be gated to funnel spectators through the turnstile area and around the ground.</li> <li>To the bottom of the woodchip area is a bound path which leads to the end of the terracing (adjacent to a retaining wall overlooking adjacent buildings and access road to the west) and along the eastern boundary of the oval.</li> <li>The grassed area is well maintained but none of the terracing has any permanent shade.</li> <li>The boundary fencing is chain link and posts (approx. 2m in height).</li> <li>The edge of the area (to the west contains a retaining wall and advertising with 5m chain link fence behind the football goals.</li> </ul>		
<p>Area 3: Eastern terracing adjacent to Loftus Centre.</p> <ul style="list-style-type: none"> <li>A narrow area of spectator terracing with a footpath running north to south against a planted 1.5m to 2m high limestone wall between the oval site and Loftus Recreation Centre, Library and Civic buildings. The terracing consists of limestone steps and grass banking (5 steps, slimming down to three steps in the south-east corner where the grass bank extends out)</li> <li>The footpath provides access to maintenance vehicles, pedestrians and cyclists.</li> <li>Steps from the Leederville Oval site lead to Loftus Recreation Centre and a small synthetic futsal area.</li> <li>One floodlighting tower is present within the grass banking area which leads down to the oval surround fencing.</li> <li>The narrow spectator area has no shade and limited spectator infrastructure.</li> </ul>		



Visual assessment	Images	
		
<p>Area 4: South-eastern banking, public toilets and access to Civic Centre.</p> <ul style="list-style-type: none"> <li>• Located adjacent to the eastern terracing the area incorporates a public toilet block (Leederville Oval East Toilet Block which is open at weekends only).</li> <li>• The toilet block backs onto a childcare centre and fronts the adjacent footpath which also runs to the north of the toilet block and south of the civic building.</li> <li>• The toilet block is structurally sound although in need of repointing in areas.</li> <li>• The footpath which runs past the toilet block to the south bends past a car parking area to a gated exit point.</li> <li>• Adjacent to the gated exit is a floodlight pylon.</li> <li>• Within the Leederville Oval site, the grass bank gradually slopes towards the fenced oval towards the rear of the goal area.</li> </ul>		
		
		
		
		
<p>Area 5: Southern oval and footpath adjacent to Vincent Street.</p> <ul style="list-style-type: none"> <li>• The dual use path connects with Vincent Street and to the southern portion of Leederville Oval.</li> <li>• The Moreton Bay Fig Tree in the road verge dominates the area with historic signage identifying the past and current use of the oval (previously wetlands and market gardens until the development of the ground as an oval in 2015).</li> <li>• High chain link fencing, mature vegetation and advertising hoardings block the most prominent view of the site from the only highly trafficked road which borders the site.</li> </ul>		
		
		

Visual assessment	Images	
<p>Area 6: Department of Local Government Sport and Cultural Industries Building (leased).</p> <ul style="list-style-type: none"> <li>• A relatively modern structure which currently houses the government department on a medium term lease from the City of Vincent.</li> <li>• The facility provides undercroft car parking for users of the building and some secure above ground car parking.</li> <li>• The prominent location of the building at the main road entry point to Leederville Oval lends itself to be incorporated within the Master Plan.</li> </ul>		
<p>Area 7: Main access to site off Vincent Street and car parking area (servicing SFC, EPFC and DLGSC).</p> <ul style="list-style-type: none"> <li>• The main access off Vincent Street is narrow and affords limited opportunity at present to increase the profile of the site.</li> <li>• The covered Phil Matson Gate which is set back from the entry off Vincent Street is the main spectator access entry point to the south of the site.</li> <li>• The narrow access road and car parking to the rear of the main grandstand is impacted upon by an old toilet block (Leederville Oval West Toilet Block which is open on gamedays only).</li> <li>• Car parking is heavily constrained by limited manoeuvring space, ad hoc storage and external grandstand accessibility.</li> </ul>		
<p>Area 8: Main grandstand and administrative base of SFC and EPFC.</p> <ul style="list-style-type: none"> <li>• External: The main grandstand comprises of a series of raised seating areas which are accessed by external steps with handrails.</li> <li>• There are two dedicated and elevated viewing areas to the north and south of the grandstand which provided dedicated club seating for Subiaco and East Perth Football Club members (immediately to the front of their dedicated function areas. The cantilevered roof covers</li> </ul>		
		
		



Visual assessment	Images
<p>approximately two thirds of the seated area.</p> <ul style="list-style-type: none"> <li>The central stand provides additional elevated seating which also includes media access (Jack Sweet Media Centre). The cantilevered roof covers approximately two thirds of the seating (folded seating).</li> <li>Beneath the main grandstand exists the central changing area and central race.</li> <li>To the front of the central grandstand is a partly covered seating and standing area. The majority of the ground floor in front of the extended grandstand is for standing spectators.</li> <li>Viewing from the elevated spectator areas is generally good across the oval. However, viewing from the areas (corporate) from behind the seating is extremely constricted in areas due to the ad hoc development of the stand and internal configuration. This does not permit unhindered views across the oval.</li> <li>Subiaco Football Club: Internally the administration and office area are located within the northern part of the main grandstand. The entrance lobby leads into the large reception area and 'Hall of Fame'/trophy display area.</li> <li>Offices, main boardroom and subsidiary meeting room is located off the main reception area. This also provides access to staff kitchen toilets and relatively large areas for equipment/ merchandise storage. The general office area is open plan with up to 5 dedicated office areas and additional partitioned stations for administration, football and program staff.</li> <li>The Don Carter Room (subsidiary meeting room) provides access for external users off the car park.</li> <li>Access to the main function room and board room is via and internal stairwell leading into the extensive first floor function room.</li> <li>The function room incorporates a bar and presentation stage with a view over the oval.</li> </ul>	



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Visual assessment	Images	
<ul style="list-style-type: none"> <li>• Player photographs and achievements are placed around the room on the wall.</li> <li>• Adjacent to the main function area is an outdoor function area which has been covered with a principle view towards the TAFE site and stepped access to the oval (the view over the oval is extremely limited. This area can operate independently with an outdoor bar and seating area.</li> <li>• The function areas can be accessed from the external seating areas. Internal HVAC systems are visible in the main function area. Viewing across the oval is restricted by the adjacent stand.</li> <li>• The function areas are supported by a commercial kitchen on the west side.</li> <li>• Between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill bar for gamedays. The functionality of this area is extremely restricted for SFC.</li> <li>• The general appearance of the main function area and outdoor bar space is of a reasonable quality facility. The view across the oval however from all areas and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs).</li> <li>• On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms.</li> <li>• The gym is located just beyond the main warm-up area</li> <li>• A dedicated ice bath and spa is provided together with showers.</li> <li>• A tiered lecture theatre is provided for team briefings with individual permanent seating provided.</li> <li>• Lighting throughout is of fluorescent strips.</li> </ul>		
		
		
		
		
		
		
		
		
		

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Visual assessment	Images	
<ul style="list-style-type: none"> <li>Access to the football department is relatively controlled although lacks passive surveillance. Access internally to match viewing areas and a coaching box is provided from the player areas.</li> </ul>		
<ul style="list-style-type: none"> <li>The level and provision of space is above recognised AFL state level infrastructure and although of a higher standard than EPFC still has significant limitations (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage).</li> </ul>		
<ul style="list-style-type: none"> <li>East Perth FC: Internally the lower ground office and administration space has undergone some refurbishment but is generally open plan with dedicated cubicles for administration, football staff and program operators.</li> </ul>		
<ul style="list-style-type: none"> <li>Front of house reception and trophy cabinet is obtained off a lobby area with offices and meeting rooms behind.</li> </ul>		
<ul style="list-style-type: none"> <li>Access to the main function room and board room is via an internal stairwell leading into the first floor function room.</li> </ul>		
<ul style="list-style-type: none"> <li>The function room incorporates a bar and presentation stage with a view over the oval.</li> </ul>		
<ul style="list-style-type: none"> <li>Historic achievements are placed around the room on the wall.</li> </ul>		
<ul style="list-style-type: none"> <li>A board room is located off the function area to the south.</li> </ul>		
<ul style="list-style-type: none"> <li>Both the function areas and board room can be accessed from the external seating areas. Internal HVAC systems are visible.</li> </ul>		
<ul style="list-style-type: none"> <li>As referenced above, between EPFC and SFC extends an extended function suite which has limited external viewing. The area is mainly used for storage and overspill member use for gamedays.</li> </ul>		
<ul style="list-style-type: none"> <li>The function areas are supported by a commercial kitchen on the west side.</li> </ul>		
<ul style="list-style-type: none"> <li>The general appearance is of a dated facility in need of significant uplift (internal refurbishment) The view</li> </ul>		

Visual assessment	Images	
<p>across the oval from the function area and adjacent extended function suite is obscured by the positioning of the Jack Sweet Media Centre stand which extends into the viewing line (seating and access stairs).</p> <ul style="list-style-type: none"> <li>• Access to storage is constrained both within the function/corporate/ membership areas and in the football playing areas on the ground floor.</li> <li>• On the ground floor, there is a substantial area allocated for football development including a warm-up area, gym, changing and locker rooms, showers, toilets, strapping and medical rooms.</li> <li>• The gym is fitted in a matted area with cardio and weights equipment.</li> <li>• A tiered lecture theatre is provided for team briefings.</li> <li>• Lighting throughout is of fluorescent strips.</li> <li>• The level and provision of space is above recognised AFL state level infrastructure, but the quality of provision is poor (i.e. lack of female changing and locker space, poor air circulation, ageing equipment, lacking privacy/security and secure storage).</li> <li>• Access into the football department area is relatively unconstrained and there is a lack of passive surveillance to provide added security.</li> </ul>		
<p>Area 9: Western entry to site from TAFE:</p> <ul style="list-style-type: none"> <li>• A gated access with signage on the Leederville Oval side indicating area is for staff parking only and a penalty of up to \$200 for any unauthorised parking.</li> <li>• A permanent turnstile for matchday entry is provided adjacent to the gate which is covered and protected on two sides by Perspex sheeting.</li> <li>• Area is fenced by rusted 2 metre high chain link fencing with barbed wire above.</li> </ul>		
<p>Area 10: The football oval and floodlighting.</p> <ul style="list-style-type: none"> <li>• The north-south orientation of the oval is the ideal positioning for</li> </ul>		

Visual assessment	Images	
<p>football and provides the optimum viewing alignment.</p> <ul style="list-style-type: none"> <li>• The bowl around the oval provides the ability to bring in substantial event overlay if required.</li> <li>• The pitch condition prior to the start of the season looked excellent although both clubs have expressed concern with excessive wear and tear and potential drainage issues. The distribution of storm water from the adjacent Loftus Centre to the top third of the oval would not assist.</li> <li>• Floodlighting columns are recognised as being substandard for current football use and will require an upgrade.</li> </ul>		
		

## APPENDIX E: Initial Stakeholder Consultation Outputs

Initial consultation has been held with the Project Control Group consisting of the two football clubs, officers from the City of Vincent, the consultant, representatives from the Western Australian Football Commission (WAFC) and the Department of Local Government, Sport and Cultural Industries (DLGSC). The main considerations identified within the meeting were:

- The future of the two football clubs is yet to be determined:
  - SFC indicated that they are committed to remaining on site
  - EPFC indicated that they were still to determine their future business model following their recent decision to cease operating the West Coast Eagles alignment.
- Both clubs expressed a need to increase the ability to generate a financial return from the Leederville Oval site on a regular basis
- DLGSC indicated that their current building should be incorporated as a consideration of the future development of the ground and part of the Master Plan.
- WAFC indicated that the Master Plan was part of an ongoing commitment to review and invest in the long term future of the WAFL. A review of the future of the WAFL is to be undertaken in 2019 and it is anticipated that the clubs will remain but the overall business model is likely to change.
- All recognise the infrastructure (built) is past the end of its useful life.

Subsequent to the PCG meeting a Senior Executive meeting and Elected members meeting was held to determine the focus point for the development of the Master Plan. The outputs from Both Meetings is provided below and will be refined as the Master Planning process progresses:

Table 15: Corporate Executive and Elected Member Briefing Outputs

Corporate Executive Meeting 23/01/19	Elected Members Briefing 12/02/19
<p>No consensus was reached and agreed to by Corp Ex. The points made are by individual Corp Ex members.</p> <ul style="list-style-type: none"> <li>• Keep both WAFL clubs at LO in terms of weekend activation, resulting in people coming into Leederville and being exposed to potential sponsors branding / products – which would be beneficial to both clubs financially as sponsors would see value in sponsoring the clubs &amp; ground.</li> <li>• The supporter member base is important to the City as they contribute to the economic vitality of the area during match days.</li> <li>• The clubs need to have facilities worth staying for</li> <li>• Demolish all buildings:                             <ul style="list-style-type: none"> <li>○ Engineering issues / concerns with current buildings</li> <li>○ Health issues / concerns with current buildings and this negatively impacts approvals for any events.</li> </ul> </li> </ul>	<p>No consensus was reached and agreed by the Elected Members. The following points were raised and to be considered through the MP process:</p> <ul style="list-style-type: none"> <li>• Football is important. Key elements are:                             <ul style="list-style-type: none"> <li>○ How do we support the community?</li> <li>○ Explain leasing arrangements to the public.</li> <li>○ Find out where the water table is</li> </ul> </li> <li>• How do you open it up – TAFE is an important consultation</li> <li>• Event infrastructure:                             <ul style="list-style-type: none"> <li>○ Arts requirement for a venue accommodating 2-5,000</li> <li>○ Current accommodation provides a 15,000 capacity</li> <li>○ Commercially viable for people to hire</li> <li>○ A stage is not to impact on the pitch</li> <li>○ Focus on Festival season use (football club close season)</li> </ul> </li> <li>• Assess capability of astro turf for hockey club</li> </ul>

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Corporate Executive Meeting 23/01/19	Elected Members Briefing 12/02/19
<ul style="list-style-type: none"> <li>o Financially – probably better to knock down and start again, then to maintain and restore existing buildings.</li> <li>• Floodlight upgrades – for TV and sponsors (financial benefit), There is a need to make sure there is the appropriate level of lighting for the telecast.</li> <li>• Female facilities to be included for inclusiveness and increase grant funding success.</li> <li>• Master plan needs to address how we are working with other users.</li> <li>• Is there an expectation that the City of Vincent will contribute financially towards any upgrades or new facilities at LO? Possible available funding opportunities?</li> <li>• Multi storey carpark is an option to increase revenue.</li> <li>• Oval looks out to the 'backside' of other buildings.</li> <li>• Enhance pedestrian links to and from the site.</li> <li>• MP needs also to work with the integrated transport plan</li> <li>• Potentially look at how the commercial use may be staged.</li> <li>• Include DSR building in LOMP site area. Incorporation of DSR building is accepted – there will be certainty about the lease soon, but it is not clear what extent of the state government department will be housed in the current building.</li> <li>• One option to consider is to cease it being a WAFL oval.             <ul style="list-style-type: none"> <li>o However, it was thought that Council would want to keep it as a WAFL oval &amp; that the Mayor would like the 2 WAFL clubs to stay.</li> </ul> </li> <li>• Why is the northern bank perimeter of the site currently undeveloped &amp; unused with bark chips?</li> <li>• Members will be looking for a sustainable business plan</li> </ul>	<ul style="list-style-type: none"> <li>• Basic principle is co-location and multi-use</li> <li>• Alternative sports</li> <li>• If it is a WAFL facility there is only a 3-4 month availability.</li> <li>• Look at what TAFE want to do on there.</li> <li>• Kinder kids carnival</li> <li>• Loftus, DLGSC and TAFE are fixed – need to be innovative with linkage between Loftus and the club</li> <li>• Opportunity to potentially link the small soccer pitch into the oval.</li> <li>• Look at football from a potential growth sport perspective</li> <li>• Short to medium term it will be a WAFL club base.</li> <li>• Think about anchor tenants</li> <li>• It must be a community outcome for the City to invest.</li> <li>• It could become the Town Centre Park.</li> </ul>

During the initial phases meetings were held with both Subiaco Football Club and East Perth Football Club. The key outputs of those meetings is provided in Table 16 overleaf:

Table 16: Subiaco Football Club and East Perth Football Club Initial Consultation Outputs

Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<p>Current staffing:</p> <ul style="list-style-type: none"> <li>7 x staff paid for by SFC</li> <li>2 x talent employees</li> <li>Therefore 9 FTE working out of the club</li> <li>1 x community engagement program</li> <li>The football manager and talent manager are based in the office.</li> </ul> <p>Office/Administration space:</p> <ul style="list-style-type: none"> <li>5 x offices – enough for current and future growth</li> <li>Open plan and board room structure</li> <li>A common meeting room also accessible by other community groups.</li> </ul> <p>Club requirements</p> <ul style="list-style-type: none"> <li>A full rebuild of the oval provides the opportunity for commercial development</li> <li>They have undertaken a number of stakeholder group meetings and developed their strategic plan (now expired and subject to review).</li> <li>The planning process identified 6 key things to address and these focussed on additional revenue in order to sustain the club Subi Forever is the investment strategy – Investing money, generating revenue, perception shift, corporate and stadium deal.</li> <li>The future of the club is firmly based on the current site – commitment has not wavered. Joint meetings have been held with EPFC and they have an agreed principles – when lease was renewed there was an \$80k reversal in revenue due to the changes imposed by the City.</li> <li>There are operational plans under business units – 6 investment portfolios.</li> <li>Governance models – they meet monthly and each is overseen by a board member and then report to the board.</li> <li>Club surveys over the past two years are to be supplied.</li> </ul> <p>Investment from Club:</p> <ul style="list-style-type: none"> <li>It must be a revenue raising facility</li> <li>The current facility was industry leading in 2004 but now needs a significant amount of work.</li> </ul> <p>Constraints on site:</p>	<p>Current employment within EPFC:</p> <ul style="list-style-type: none"> <li>5 x FTE and 2 PTE</li> </ul> <p>Current Club commitment to the site:</p> <ul style="list-style-type: none"> <li>Varying levels of views within the club. They currently have concerns with the amount of cost associated with the shared use. In particular energy costs are \$80k when it was expected to be half of that cost.</li> <li>The club doesn't see the benefit of a shared facility which appears to benefit the City at a cost to the club.</li> <li>A Centre of Excellence was previously mooted for the site with an initial \$1M commitment. This has never materialised and the option appears to have discarded. This is partly assumed to be as a result of the investment required at Beatty Park.</li> <li>The Board is not wedded to anything on the site.</li> </ul> <p>Three themes are required to be looked at:</p> <ol style="list-style-type: none"> <li>There must be a function facility/corporate hospitality to attract income outside of the sporting club. Peel Thunder have unrestricted ability to open up as needs. Claremont give \$450k in management. All aspects are based around community need and what can be undertaken to generate revenue.</li> <li>AFL guidelines: There is an average of 2,000 people attending games. The facility needs to cater for sponsors and unrestricted viewing. This aspect alone contributes 25% of the income to the club.</li> <li>Look at how the facility is run for the benefit of the sport. It must have a business centre/commercial activities attached to it.</li> </ol> <p>Options for development</p> <ul style="list-style-type: none"> <li>DLGSC building is fundamental to the site development.</li> <li>If the club had everything they needed to service the sport and some commercial income, they would be happy.</li> </ul> <ul style="list-style-type: none"> <li>The principle of any development must be via a sustainable club business model. \$0.5M is required in addition to the</li> </ul>

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Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> <li>• A shared ground doesn't allow female and talent to be developed together.</li> <li>• There is a need to develop a Centre of Excellence</li> <li>• There is a need to partner with colts and women. This could be achieved if the ground were not shared but all cannot train in one location.</li> <li>• The clubs are currently paying double due to the lack of functionality.</li> <li>• The shared facility in the middle is not licensed – liquor licensing is not available due to it being shared.</li> <li>• A decking area was introduced due to the need to overcome the lack of viewing to the ground (built in 2018).</li> <li>• The power is constrained – clubs are unable to add any new infrastructure on.</li> <li>• Car parking has limitations and has been constrained further by recent TAFE developments.</li> <li>• The bark chip area was previously identified as a family friendly area.</li> <li>• Would not need to go back further than the tiered seating – need to look at revenue raising.</li> <li>• Sponsorship is not possible on Oxford Street due to other users obscuring the vision. The clubs also in sharing the use of the oval inhibit sponsors requirements – each require a physical presence at the oval.</li> </ul> <p>Revenue Opportunities:</p> <ul style="list-style-type: none"> <li>• Concerts/Events</li> <li>• St Patricks Day/others</li> <li>• Potentially look at personal training</li> <li>• CEDA is based out of the facility (East Perth plus Loftus Centre).</li> <li>• Real estate has been based on the site previously.</li> </ul> <p>Current Operations</p> <ul style="list-style-type: none"> <li>• Attendance average is around 2,200.</li> <li>• A home game would generate a surplus but does not cover player costs.</li> <li>• The Boston Report has a number of outstanding actions which have yet to be undertaken. A sustainable competition has not been delivered yet. Women's football is in development and re-investment associated with government/ground finances.</li> </ul>	<p>sponsorship the club already receive. This will need to be generated outside of normal football operations.</p> <ul style="list-style-type: none"> <li>• The club ideally would wish to obtain the freehold to secure additional finance.</li> <li>• Car parking revenue was suggested as an option.</li> <li>• Up to 500 seated in the grandstand.</li> <li>• There are aspects which need to be resolved regarding the Oxford Street access – previously a designated road reserve.</li> <li>• Retail and commercial freehold.</li> <li>• Building to be developed on advanced sustainability principles. (green roof, solar and water harvesting etc.)</li> <li>• Sharing of space where practical between sport, recreation and commercial opportunities.</li> <li>• More efficient entry and exit points.</li> <li>• It is not considered that residential will work on site.</li> </ul> <p>Key Issues:</p> <ul style="list-style-type: none"> <li>• Must solve connection between Vincent Street and Oxford Street.</li> <li>• The club currently have \$1M in the bank which they need to use judiciously to secure its long term future following the severing of the alignment with West Coast.</li> <li>• They currently have a problem with accommodating young people from the bush.</li> </ul> <p>Financially:</p> <ul style="list-style-type: none"> <li>• Being a stand-alone club, they are potentially facing a \$150k year on year loss.</li> <li>• Clubs will not survive in their current format</li> <li>• There is a salary gap of \$280k</li> <li>• Administration costs \$260k</li> <li>• They do not have the ability to strip out much more of their on costs as they operate lean.</li> <li>• An annual sponsorship of \$600k-700k has dropped back to \$200k-300k. The Medibank sponsorship no longer exists and is unlikely to be replicated.</li> <li>• The location of where the club is based is secondary to the business model.</li> </ul> <p>Zonal Catchment:</p> <ul style="list-style-type: none"> <li>• The club's catchment includes Ellenbrook, Beechboro and Mount Hawthorn.</li> </ul>

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Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> <li>The club has position statements, not a strategy.</li> </ul> <p>Desired Master Plan outcomes:</p> <ul style="list-style-type: none"> <li>It must be a more community welcoming site. TAFE/DSR/School are major constraints which impact on activation.</li> <li>Signage is required to enhance the opportunity to generate income.</li> <li>There are vertical parking opportunities (modulised and moveable).</li> <li>Potential to use DSR offices as part of the plan – the club does not necessarily need all activities to be placed on one site. Could generate more effective partnerships and activities.</li> <li>The fortunate aspect is that Leederville is in a transport hub and is changing scope – greater levels of retail etc.</li> </ul> <p>Oval Usage:</p> <ul style="list-style-type: none"> <li>It is maintained well</li> <li>Constraints are that it floods in winter – in a perfect world you would dig up and replace.</li> <li>Option is to look at the tiered area behind the seating for the car park.</li> <li>Limitations:                         <ul style="list-style-type: none"> <li>weather dependant,</li> <li>worm during the season,</li> <li>need to look at impact of each sport,</li> <li>significant limitations during the winter.</li> </ul> </li> <li>3 x training sessions are held each week by each club. There is potential for one more. They are currently off the ground until mid-January.</li> <li>Spectator infrastructure is old – Grandstand has a reasonable level of seating, but it is disconnected. It is about as good as you will get at any WAFL ground.</li> <li>The clubs would prefer the TV to shoot from the opposite side</li> </ul> <p>Women's Game:</p> <ul style="list-style-type: none"> <li>They have an aligned women's team – one of the most successful.</li> <li>SFC went to one club three years ago.</li> <li>5 x teams in the premier league, reserves and younger girls' team – all will play out of Leederville.</li> <li>There are 6/7 home games (EPFC will not have one at present).</li> <li>Training is a key issue</li> </ul>	<ul style="list-style-type: none"> <li>The good aspect from a sporting side is the changing demographics and transport links are bringing people into the City.</li> </ul> <p>Oval usage:</p> <ul style="list-style-type: none"> <li>The club has a women's team but have elected not to enter the WAFL women's competition in year 1. The club do not consider themselves to be competitive and cannot afford the outlay at present.</li> <li>Additional games will put additional pressure on the oval.</li> <li>They currently alternate training across the week. They would love to have the full extent of playing teams but currently it is not viable.</li> <li>The oval in summer gets 5% usage and there is definitely capacity to enhance this. The club have previously tried to put on a youth concert but were pushed back.</li> <li>They have also looked at how they could be the states 3<sup>rd</sup> AFL side.</li> <li>The upside with the West Coast link was not as fruitful as first thought</li> <li>TV will drive the future of the next franchise.</li> <li>The club has a strong indigenous heritage – the link with Aboriginal groups would be an extremely positive benefit. – they have traditionally provided very gifted players.</li> </ul> <p>Utopia:</p> <ul style="list-style-type: none"> <li>Agreement with SFC where they share infrastructure, costs, expenditure, usage and infrastructure in a fair and equitable manner</li> <li>Sufficient office space to meet current and potential minor growth needs.</li> <li>Retail opportunities with a profile towards Vincent and Oxford Street.</li> </ul>

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Subiaco Football Club 19-12-18	East Perth Football Club on 15-01-19
<ul style="list-style-type: none"> <li>• Need to be smart about how you do this.</li> <li>• Facilities are not compliant</li> <li>• They need a plan in place over 12 months to be compliant with league requirements – the club consider this can be achieved with minor modifications to showers and changing rooms.</li> <li>• The shower block is a square – a need to build cubicles in the shower area and build toilets.</li> <li>• The multi-purpose room is well designed with a separate access.</li> </ul> <p>Centre of Excellence</p> <ul style="list-style-type: none"> <li>• Colts and women should be on site but there is not enough capacity (days) to do it.</li> <li>• They want to operate coaching clinics and academy.</li> <li>• It is important to deliver this on site.</li> <li>• The potential is to develop Les Lileyman as the satellite site (EPFC is outside of the city area).</li> </ul>	

**Leederville Activity Centre Planning**

Initial discussions were undertaken with the consultants (GHD Pty Ltd) undertaking the Leederville Activity Centre Plan. Options which were initially mooted to be considered included:

- Potentially changing the land use of the surrounding area
- Relocating the civic centre and library elsewhere
- Reconfiguration of the recreation centre entry point and profile adjacent to the oval.
- Incorporate a different vision for the surrounding land which may include disposal of land for residential development or alternative mixed-use opportunities.

Current reports provided by the consultants are summarised below:

**LEEDERVILLE TOWN CENTRE ACTIVITY CENTRE PLAN Context Report (April 2019).**

In referencing Leederville Oval, the document states:

*‘Leederville Oval is a regional open space primarily used for football. Whilst the space is a restricted Metropolitan Region Scheme reserve, the oval is accessible to the general public when not being used for formal events or training. The oval is surrounded by tiered steps for seating and a small grandstand on the western side.’*

Whilst there is development on all sides, it maintains the open feel of the oval. Reference is also made to the path accessibility to the general public during non-event times but is not well utilised as the space looks private and inaccessible to the public. Its lack of visual profile from Vincent Street is also referenced.

The option is to investigate ways to better utilise the land whilst maintaining the primary function of the oval as recreation space.

**Leederville Activity Centre Structure Plan Part 1: Background Population, demographics and economic profile**

The report highlights the current projects in the pipeline within Leederville. These include:

- 15 residential projects that if completed could deliver approximately 580 dwellings to 2025, these projects have a total estimated value of \$262.8 million, 11 of which have received development approval and two are under construction.
- nine commercial projects in pipeline, with an estimated value of \$236.3 million. If completed on schedule these developments could deliver over 2,300m<sup>2</sup> of commercial floorspace to 2024. All but one (7-9 Loftus St) of these projects have received development approval.
- four retail projects in pipeline, with an estimated value of \$191.0 million and if completed could deliver more than 774m<sup>2</sup> of retail floorspace to 2025. Two of these developments have received development approval and the other two are at the tender stage.

All of these projects will have a significant impact on any future development of Leederville Oval. In particular it will be important to consider whether potential retail and commercial development should be considered within the site to enhance opportunities for providing both the City and current tenant clubs with the potential to generate greater income returns to sustain the current and future infrastructure.

## APPENDIX F: Second Phase Consultation Outputs

The second phase of stakeholder engagement included a more intensive approach of:

- One to one consultation with nominated organisations/agencies, individuals and neighbouring users of the Leederville Oval Site.
- Briefing of nominated working groups within the City of Vincent undertaken by City of Vincent staff.
- A community on-line questionnaire which closed on 22<sup>nd</sup> April 2019.
- Leaflet drops at WAFL and pre-season AFL games notifying spectators/users of the on-line survey to complete.
- Consultation with the consultants (GHD) responsible for developing Leederville Activity Centre Plan
- Workshop with Leederville Connect on 1<sup>st</sup> May 2019
- Elected state and federal representatives.

### Nominated Organisations / Agencies

Table 17 provides a summary of the stakeholder consultation outputs with nominated agencies, organisations and individuals with a direct interest with the site.

Table 17: Detailed Consultation Response and Feedback from Selected Stakeholders

Consultee	Response
<b>Foyer Oxford</b>	<p>Foyer Oxford is an integrated learning and accommodation setting for young people, aged 16 – 24 years, who are at risk of or experiencing homelessness.</p> <p>The building was built in 2014 on an old TAFE carpark. Foyer Oxford has good relationships with State Government Departments, City of Vincent, Anglicare WA and other Leederville Oval stakeholders including the TAFE, SIDE and Leederville Childcare.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>• Foyer Oxford does not use Leederville Oval or have any real relationship with the Football Clubs.</li> <li>• The Foyer building is fenced causing a natural barrier between it and Leederville Oval. There is no natural access to Leederville Oval.</li> <li>• Foyer believes the Leederville Oval and its surrounds are a wonderful site but underutilised by the community.</li> <li>• There is no free flow of human traffic from Leederville into Leederville Oval.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>• Visual access allowing the free flow of human traffic into and out of Leederville Oval.</li> <li>• Better use of banks including an edible landscape on the wood chipped area.</li> <li>• The precinct is surrounded by learning, sporting, health and well-being businesses with a sporting field in the middle, but it is not integrated and there are barriers between the surrounding businesses and the fields.</li> </ul>
<b>Leederville Early Community Childcare (LECC)</b>	<p>LECC is a long day care centre catering for 0-5 year olds. It operates from 7.30am to 6.00pm and is licensed for 64 children and 27 staff (20FT/7PT). The children are evenly split between male and female and are approximately 80% local and 20% from parents who are working local.</p>

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Consultee	Response
	<p>The Centre is a Not for Profit (NFP) under the Department of Community Services and has a peppercorn lease with the City of Vincent. Income is from fees for services rendered.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>• LECC uses Leederville Oval on an ad hoc basis without any formal approval. They will have run around activities on the oval (when not being used), picnics on the banks or may watch football training. The oval is easily accessible from the Centre facility.</li> <li>• The Centre does not have any real relationship with the Football Clubs.</li> <li>• The banks are great for children's physical development and the grass on the oval is the best surface for running on. The wide open spaces are beneficial from a sensory development.</li> <li>• Public toilet block backs directly onto the Centre causing issues with strangers and smell.</li> <li>• Have had some issues with general public nuisance (after hours) coming from the Leederville social precinct.</li> <li>• The banks and the oval appear to be underutilised with no or little community use.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>• Shading, particularly on Vincent Street side.</li> <li>• Better or more visual access for the public into and out of Leederville Oval.</li> <li>• Better use of the wood chipped area.</li> <li>• Better relationship with the clubs – going/watching/playing.</li> <li>• Forums to bring the precinct together. Some good individual relationships exist but there is not a holistic approach.</li> </ul>
<p><b>Loftus Community Centre</b></p>	<p>The Centre has a 60 child 3+ kindy that is 95% occupied. It has several different size hire out rooms (26/45/70/130 people) for community use and a toy library. The Centre caters for Seniors' activity and has been running for 40 years. The Centre is staffed Monday to Friday from 9.00am to 3.00pm but has 24/7 access via a key system and bond arrangement.</p> <p>The Centre has been on a 12 month rollover lease since 2016 and is paying close to commercial rent. It has sought assistance from the City stating they are at risk of winding up.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>• Community Centre does not use Leederville Oval or have any real relationship with the Football Clubs.</li> <li>• The Centre does not back onto Leederville Oval and access requires walking through the car park and past the library. Access is not easy for Seniors.</li> <li>• Visibility to the Community Centre and also to Leederville Oval is restricted and not visual.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>• Visual access allowing the free flow of pedestrians from Vincent and Oxford Street through to the Centre's car parks and vice versa.</li> <li>• Better relationships with Football Clubs and use of their facilities and personnel.</li> <li>• Shade on the banks.</li> <li>• Some individual relationships exist (Rec Centre and Foyer) but a holistic relationship with other precinct stakeholders should exist so that large</li> </ul>



Consultee	Response
	<p>community days could be held using the assets of the open space at Leederville Oval.</p> <ul style="list-style-type: none"> <li>• Need to draw people into Leederville Oval. At present, it is not visually accessible and is uninviting. During the day, the facility appears underutilised yet there are many people using the businesses around the oval and in the café hub.</li> </ul>
<p><b>Mt Hawthorn Kindy (Margaret's)</b></p>	<p>Margarets Kindy caters for 3-4 year olds with a maximum 60 children per day. The Kindy operates over a 5 day fortnight from 8.30am to 3.15pm. It has an even spread of boys and girls with 95% of the children coming from the Leederville/Mt Hawthorn areas.</p> <p>There are 3 separate buildings on the site (2 permanent and 1 demountable) which backs onto Leederville Oval at the vacant woodchip area. The Kindy operates on a peppercorn lease from the City with operational costs picked up from Mt Hawthorn primary school.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>• Margarets does not use the Leederville Oval field and they have no real relationship with the Football Clubs or any other Leederville Oval Precinct stakeholders.</li> <li>• Detailed paperwork is required for the children to venture outside the Kindy fencing and it is generally not seen as worth the effort.</li> <li>• Facilities appear to be ageing, there is no shade and the woodchip area is a wasted space.</li> <li>• Leederville Oval is underutilised and is currently uninviting.</li> <li>• The access gate next to the Kindy is problematic as there is a path which runs between the side of the carpark and the side of the kindy which has risk potential from pedestrians viewing the children.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>• Fences remain important to keep the children in and strangers out.</li> <li>• Some or all of the wood chip area could be made into a playground area for different age groups which the Kindy would consider using and could be a drawcard for other members of the community. Must be shaded. Viewing into the Kindy would need to be considered.</li> </ul>
<p><b>North Metro TAFE</b></p>	<p>The Sports department of the NM TAFE are the users of the Leederville Oval fields. The NM TAFE itself occupies a large portion of the surrounding Leederville Oval buildings taking up approximately 25% of the space.</p> <p>There is one direct access gate from the TAFE to Leederville Oval at the northern end. The TAFE runs 3 primary departments, being Sport, Education and Disabilities/Community Service. The Sport program is 12 months long leading to a Certificate 3 Diploma in Sports Development. AFL and Swimming are the primary sports. The course has 3 FT teachers and between 65-80 students who are on campus 4 days per week during terms. The TAF has 500 to 600 students attending each day with 200 to 300 students on campus at any one time.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>• NM TAFE use Leederville Oval fields 2 to 3 days per week for up to 8 hours in total under arrangement with the City and the Football Clubs. Wednesday mornings and Friday afternoons are the main days for use.</li> <li>• Due to concerns with loading on the turf, the students only use the eastern side of the oval and keep away from the centre square.</li> <li>• The terracing on the banks at the northern end are also used for activities from time to time.</li> </ul>

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Consultee	Response
	<ul style="list-style-type: none"> <li>• The oval is critical to the sports program (at times Britannia Park is used when Leederville Oval is unavailable).</li> <li>• The TAFE also uses the Rec Centre courts from time to time which are conveniently located a couple hundred metres away.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>• More use of the oval area. Currently restricted to the eastern side of the oval.</li> <li>• The wood chip area should be utilised better to draw people into Leederville Oval. An outdoor gymnasium could form part of a new development along with a playground or even a garden.</li> <li>• Shaded areas.</li> <li>• Water fountains.</li> <li>• More visible entrance points.</li> </ul> <p>A multi-purpose sports precinct would be supported and given the education, health and mental wellbeing nature of the majority of the businesses around Leederville Oval, discussion amongst the stakeholders with support of the City and State would be beneficial.</p>
<b>School of Isolated and Distant Education (SIDE)</b>	<p>SIDE has existed on its current site since 1986 and replaced the old Leederville primary and junior schools. It is an education department site. As these schools are heritage listed, they form part of the overall SIDE facility. A separate education business, the Leadership Institute, also exists as part of the overall site.</p> <p>Whilst its main activity is online education, it does have approximately 130 students on campus over the week (Year 7 to Year 12) along with 165 staff, the majority of which are full time. SIDE also has a small accommodation village for rural and remote students visiting Perth. Each unit has 8 beds and is self-contained. The car parking for SIDE is made available to the Football Clubs on weekends.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>• SIDE does not use the Leederville Oval field.</li> <li>• SIDE frequently uses EP social hall for staff meetings on commercial terms and has a good relationship with EP. It has a very limited relationship with Subiaco.</li> <li>• Fences form a barrier between SIDE and Leederville Oval but this is important because it dictates parking priority and keeps the public out of SIDE's spaces. Parking is a major issue within the Leederville Oval precinct with the public often trying to get a free space.</li> <li>• SIDE does have a community BBQ area but this is not advertised and is not evident from Oxford Street.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>• Fences remain important for car parking purposes.</li> <li>• Not overly concerned with what the site should look like but believes it should be used more by the community and need to be accessible and inviting with modern facilities.</li> <li>• SIDE believes it would still not be a user of the space even if it were modernised.</li> </ul>
<b>Gymnastics WA</b>	<p>Gymnastics WA caters primarily for 5-12 year old girls and is primarily a competition venue. They are in the 12th year of their current facility with 8 years to go on the lease. They pay \$30k per year in rent (discounted). The facility backs onto Leederville Oval but there is no view of the field or direct access.</p>

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Consultee	Response
	<p>The current facility is fit for purpose but does use Court 4 of the Rec Centre for larger competitions. These competitions also result in significant spectator flow which can be problematic for the Rec Centre.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>Gymnastics WA does not use the Leederville Oval field and they have no real relationship with the Football Clubs or most other Leederville Oval Precinct stakeholders. The Rec Centre is an important neighbour and their facilities are used to help with larger competitions.</li> <li>Gymnastics has no real relationship with Leederville Oval or its stakeholders and, as such, has no real comment on the facilities other to say that they appear to be ageing and there is no shade.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>Access from the back of the Gymnastics facility to Leederville Oval would be useful. An easier thoroughfare from Oxford and Vincent Streets through to the Loftus Centre would be desirable.</li> <li>Shaded areas.</li> <li>Increase car parking.</li> <li>More visible entrance points.</li> <li>It is unlikely Gymnastics WA would use the fields or banks of Leederville Oval for training or competitions.</li> </ul>
<p><b>Dept of Local Government, Sport and Cultural Industries</b></p>	<p>DLGSC is a State Government department residing in the old Department of Sport and Recreation building on Vincent Street. Sport is still the primary activity but this could expand if the desired expansion of the building is undertaken.</p> <p>The building backs onto the south-west side of Leederville Oval and is next to one of the three access points. DLGSC has visitor car parks along the access way and has further staff parking in the north-west corner (backing onto NM TAFE). Parking is a major issue with illegal public use.</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>DLGSC does not use Leederville Oval but it has relationships with the football clubs and other stakeholders within the Leederville Oval precinct such as the Rec. Centre and NM TAFE.</li> <li>Entrance to the DLGSC building is off the access way as is visitor parking which flows into EP, Subiaco and SIDE parking also along the access way. DLGSC also has secure staff parking under its building and in a fenced area between its building and the Grandstand.</li> <li>The department is not looking to move elsewhere or decrease its footprint.</li> <li>DLGSC believes the site is underutilised during daylight hours on weekdays and the amenities around the banks are uninviting. This is particularly so with the lack of shade, the old toilet block in the south-east corner and the woodchip area. The old tin shed in the north-west corner is also visually unappealing and the grandstand is in need of updating.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>Authorised use of parking amongst the various stakeholders.</li> <li>Shaded areas.</li> <li>Landscaping and better use of available space around banks.</li> <li>Updated grandstand more suitable for WAFL games.</li> <li>DLGSC see a possibility of expanding their current footprint across the fenced carpark and through to the Grandstand. This space could be multi use.</li> </ul>

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Consultee	Response
<p><b>Loftus Recreation Centre / Belgravia</b></p>	<p>Belgravia operates the Loftus Recreation Centre which is staffed from 7.00am to 9.00pm and has a 24/7 gym (1,400 members) and health club, café, crèche and 4 full size courts catering for basketball, netball, volleyball and indoor soccer. There is also an outdoor 5-a-side soccer pitch at the back of the centre. There are rooms for hire including a large event room.</p> <p>The Rec. Centre backs on to Leederville Oval but access is via locked gates. Most of the facilities are at the front of the Centre and do not look over Leederville Oval (with the exception of the Event Room).</p> <p>Site usage and relationship:</p> <ul style="list-style-type: none"> <li>• Apart from the outdoor soccer pitch (unused at present and in need of repair), the Rec. Centre caters for indoor sports and does not use Leederville Oval.</li> <li>• A fence and locked gate divide the back of the Centre with Leederville Oval.</li> <li>• The Rec. Centre has no real relationship with Leederville Oval or its stakeholders (football clubs) and, as such, has no real comment on the facilities other to say that they appear to be ageing, there is no easy access between the facilities and there is no shade.</li> <li>• There are synergies between the Rec. Centre and the football clubs such as the gym, exercise physiology and large indoor space but relationships have not formed.</li> </ul> <p>Improvements sought:</p> <ul style="list-style-type: none"> <li>• Access from the back of the Rec. Centre facility to Leederville Oval would be useful to create an integrated sports precinct. Security would need to be considered.</li> <li>• Shaded areas.</li> <li>• Landscaping (not just woodchips) and better use of available space around banks.</li> <li>• Authorised use of car parking.</li> <li>• More visible entrance points.</li> </ul>
<p><b>Noongar Sports</b></p>	<p>Noongar Sports is not currently based within the Leederville Oval precinct but see it as a perfect venue for it to set up its operations. They are currently based in Maylands but a discussion with the City of Vincent, the potential to accommodate space in the old grandstand has been considered. However, due to its age and asbestos issues have halted any progress.</p> <p>Noongar Sports run sport, training and cultural programs for Aboriginal youth and schools. They see themselves as an anchor tenant between the football clubs and believe they would bring activity and cultural experience to the precinct. By having a presence at Leederville Oval, features of the Clubs' Reconciliation Action Plan will have been enacted as well as closing the gap between aboriginal and non-aboriginal youth.</p> <p>Use of the Leederville Oval fields would be required for a couple of hours 2-3 days per week and there is a preference for 200-300sqm of space, being approximately 100sqm of office space and the remainder being multi use meeting space.</p> <p>Noongar Sports do not really have a view on the current status of Leederville Oval other than they know it is an ageing facility but, more importantly, they believe by having a presence at Leederville Oval, they will enrich the activity and culture of the precinct.</p>
<p><b>Leederville Connect</b></p>	<p>A workshop was held with Leederville Connect (David Galloway and Various Members of Design Committee) on May 1<sup>st</sup> and reported at PWG. The outcomes of the consultation process identified the following issues:</p>

Consultee	Response
	<ul style="list-style-type: none"> <li>Lack of permeability and not welcoming from the outside.</li> <li>Car parking should not exist on the site.</li> <li>Site is underutilised but work needs to be done to define exactly what spaces are underutilised.</li> <li>Should not just be about cost, it should also consider shared space</li> <li>Topographical issues between the low and high parts of Leederville.</li> </ul> <p>Opportunities raised by the group included:</p> <ul style="list-style-type: none"> <li>Connectivity and the interface to greater Leederville is critical</li> <li>Continue Scarborough Beach Road/ Greene Street intersection bikeway</li> <li>Access point through NM TAFE - SIDE and Oxford Foyer (Currently a SIDE car park)</li> <li>An interactive space and having art/ sculptures that can change over time.</li> <li>Recognise wetland belonging to the Noongar people.</li> <li>Turn Grandstand into apartments</li> <li>Space to children and families.</li> </ul>
<b>John Carey MP (former Mayor of Vincent)</b>	<p>The following matters were raised as potential issues and solutions:</p> <ul style="list-style-type: none"> <li>Lack of integration with the Leederville town centre and Vincent/Oxford Streets.</li> <li>Underutilisation of the site, particularly during weekday daylight hours and there should be further activity on the field including other sports and/or general community use.</li> <li>Car parking should not be seen as an issue because the precinct is serviced very well by public transport in the form of trains and buses. The current desire to have car parking on the site is one of the reasons the access points and the aesthetics are not seen by the public as inviting.</li> <li>More should be done to front buildings onto the oval</li> <li>There needs to be additional density on the precinct, particularly in the form of residential and mixed use. There is an opportunity to do this on the City's car park area near the Library and Margarets Kindy.</li> </ul>

### Advisory Group Consultation Outputs

The following table provides a summary of the stakeholder consultation outputs with advisory groups. An overview of their comments is provided, together with a separate summary aligned to the consistent themes in section 7 of the main body of the report:

Table 18: Working Groups Consulted by City Staff

Stakeholder	Brief Summary of Main Considerations
<b>Children and Young People Advisory Group – 1st April 2019</b>	<ul style="list-style-type: none"> <li>Entrance areas – Use art, rather than signage, Having a public art piece at the main entrance</li> <li>Area 1 – Older, young adults connect to Oxford Street, amenities (i.e. coffee shops etc.) skate-able furniture</li> <li>Area 2 – Playground, consider cutting in and retaining this area to make amphitheatre, open up area 2 to the Loftus car park, installing exercise/ parkour equipment, basketball or netball rings, make the embankment less steep to make it more accessible</li> <li>Area 4 – Playground, is one of the nicest areas currently for families to sit and view football games and a toilet should be retained on this side of the oval</li> <li>Area 9 - a shared space/ pedestrian mall, this could be utilised by students at the TAFE etc. and encourage people to walk from Oxford St to the oval</li> </ul>

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	<ul style="list-style-type: none"> <li>• Making the area more appealing for events and activations</li> <li>• Furniture that can also be used as skate objects, or skate sculptures</li> <li>• Space and facilities for performances to be held</li> <li>• An entrance from Loftus Recreation Centre could draw people down into the space</li> </ul>
<p><b>Arts Advisory Group – 4th April 2019</b></p>	<ul style="list-style-type: none"> <li>• Pathways are narrow and isolated, art can be integrated as wayfinding</li> <li>• It's currently not obvious or inviting to walk through the space</li> <li>• Incorporate a café to draw people into the area</li> <li>• Open up and entrance from the Library, Loftus and create courtyards that overlook the oval.</li> <li>• Create spaces for rentable art studios and public art studios</li> <li>• Incorporate a 'makers space'</li> <li>• Integrated artwork into playgrounds – Optus Stadium has a good example of this</li> <li>• Themes for the artwork to be influenced by the Leederville Activity Centre Plan and Leederville Town Centre Place Plan</li> <li>• Utilise the history of the oval and 'quirky' details through art and design                         <ul style="list-style-type: none"> <li>◦ Consider Aboriginal history and original use of the site</li> </ul> </li> <li>• Murals, discovery trails</li> <li>• Utilise DLGSCI building and create an entry statement through a café on the ground floor which would then open up out to the oval</li> <li>• By bringing people in for food / beverages it bridges the gap between the buildings and creates a hub utilised by the surrounding area</li> <li>• Utilise trees to screen pathways from hot summer sun</li> </ul>
<p><b>Urban Mobility Advisory Group – 15th April 2019</b></p>	<ul style="list-style-type: none"> <li>• The site is seen as exclusive and unattractive</li> <li>• Site is open to the public and could form an important connection particularly from Richmond St to Vincent St</li> <li>• Give treatment to pathways similar to Shakespeare Street in colour so people know the path is there and open to the public.</li> <li>• Group agreed that it is underutilised, and more could be made of the spaces around the oval itself</li> </ul>

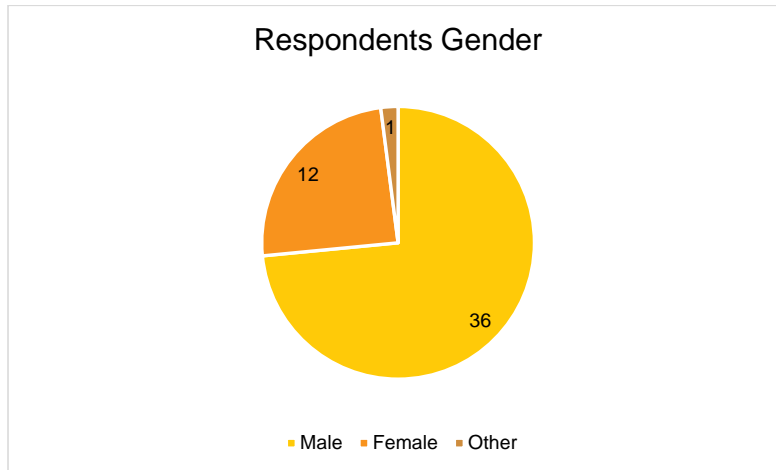
**Community Survey Outputs**

The Community survey was open from 24<sup>th</sup> May until 22<sup>nd</sup> April 2019 through the City of Vincent website. It received 714 total visits and 49 surveys were completed.

The following provides a summary of the outputs whilst the overall themes from the complete stakeholder engagement process is referenced in the main body of the report section 8.0.

The majority of respondents to the survey were male (73%). Figure 23 refers. The responses were received across the Metropolitan Perth area although the majority (53%) of those which identified their normal place of residence indicated they resided within the City of Vincent (Figure 24 refers)

Figure 23: Survey Respondents Gender



86% of respondents were over 35 with the predominant age band being 36-54 (61%) this is detailed at Figure 25. This is not untypical of a survey of this nature which generally attracts an older demographic with a specific interest in the sport and historic development of the Leederville Oval site and the WAFL teams located there.

Figure 24: Respondents Normal Place of Residence

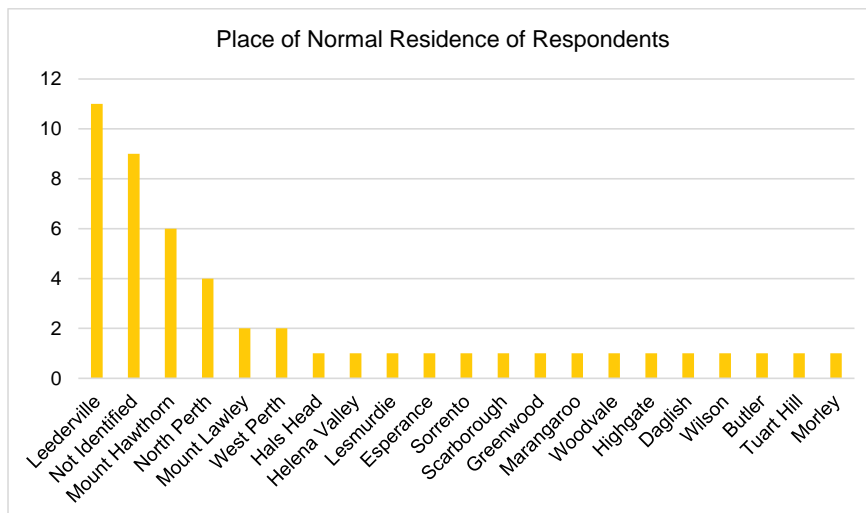
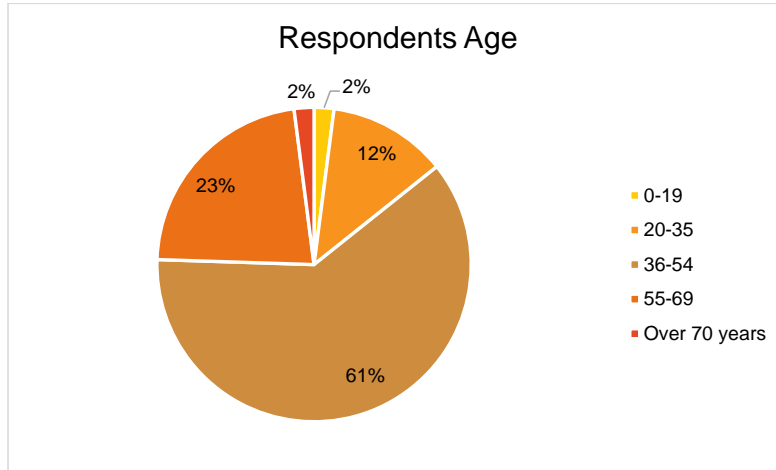


Figure 25: Respondents Age at time of Completing the Survey



A series of specific questions were asked with regard to the usage of the site; the relative importance of current facilities located within the Leederville Oval site and an individual's perception of the quality of those facilities.

When respondents were asked the question of how frequently they had visited/used the Leederville Oval site in the past 12 months there was a relatively even split between those which infrequently used the site and those that visited the site at least 2-3 times per month. Figure 26 Refers.

When respondents were requested to identify the type of activities, they utilised Leederville Oval for, the main use was as a spectator of a sporting event. Walking and casual recreation rated high as did attendance at other community events. The lack of other uses identified highlights the general limitations of the site and the general perceptions of what the key uses associated with the land are. Figure 20 refers.

Figure 26 The Frequency of Leederville Oval Visitation by Respondents

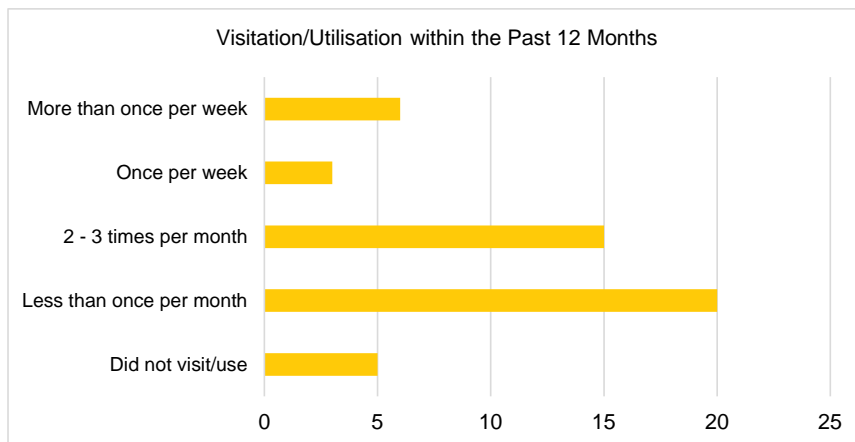
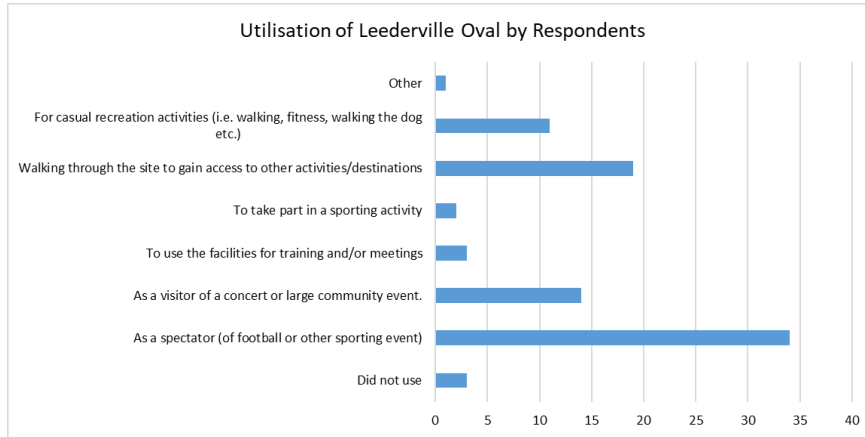




Figure 27 Utilisation of Leederville Oval by Respondents



The current state of infrastructure at the Leederville Oval site has previously been raised as a concern and supported by respondents in the ne to one interview process. When the respondents were requested to identify how important specific facilities at Leederville Oval were to them the following six facilities were highlighted as the most important (i.e. most important or important in order of priority).

- The Sports Oval
- Pedestrian access to the site
- Spectator facilities around the oval and external to the main grandstand
- Covered areas (Shaded spectator facilities)
- Floodlighting
- Public toilets

Figure 28 identifies the full range of responses. It should be noted that the sports oval and pedestrian access to the site were considered to be very important to over 50% of respondents. Vehicular access to the site, despite current constraints was not considered to be as important to respondents.

Figure 28: Relative Importance of Leederville Oval Facilities to Respondents

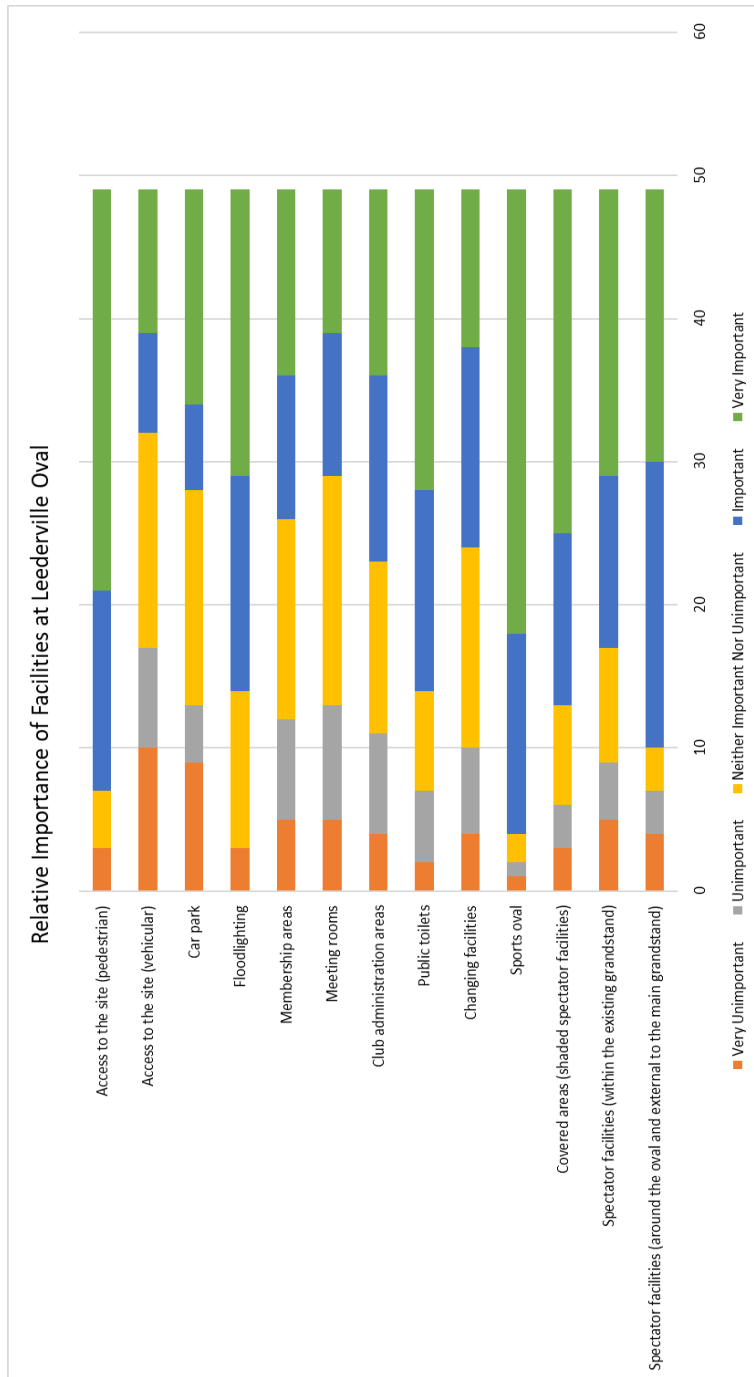
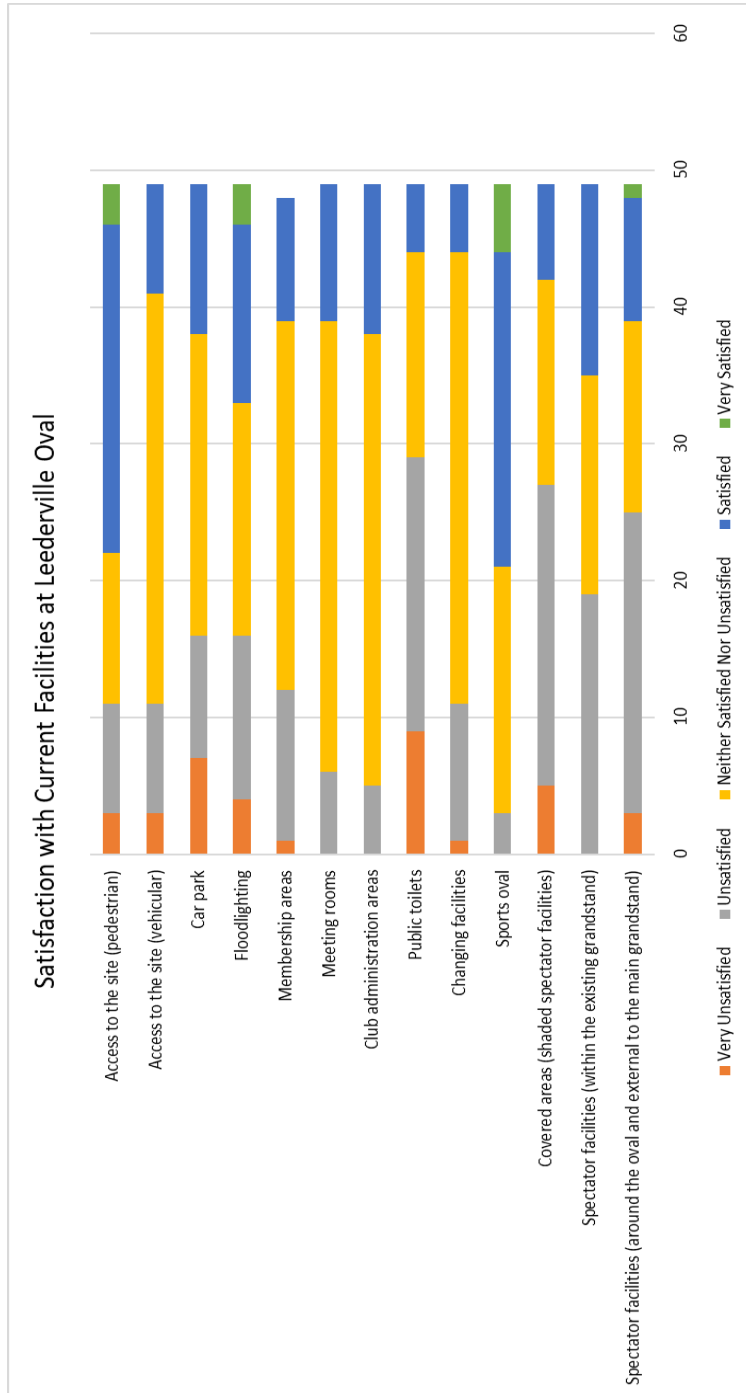


Figure 29 Satisfaction of Respondents with current Leederville Oval Facilities



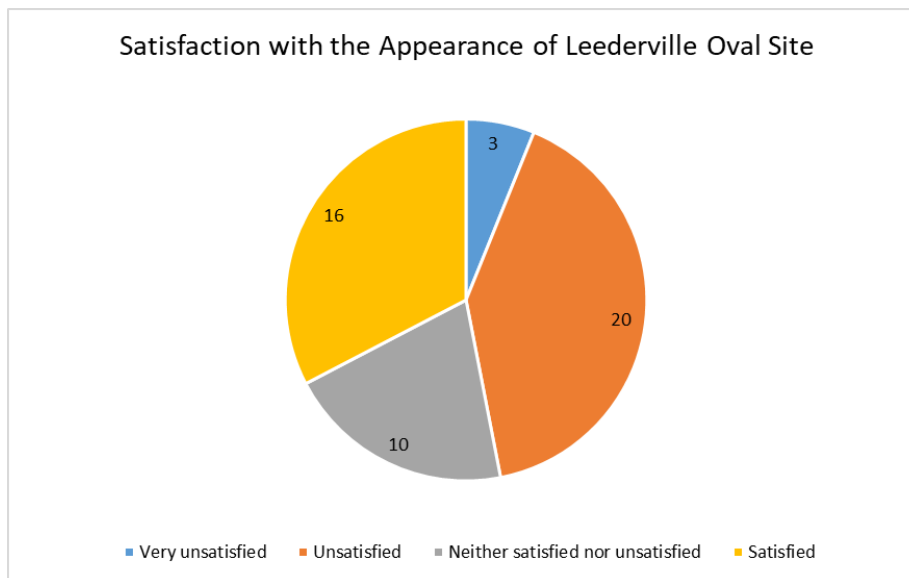
When respondents were requested to consider their satisfaction with current facilities the responses identified slightly different priorities when considering those areas where potential immediate investment is required. Figure 29 refers. It is clear that there is a high level of dissatisfaction, in particular, with (in order of priority):

- Public toilets
- Covered areas (shaded spectator facilities)
- Spectator facilities around the oval and external to the main grandstand.

Spectator facilities within the existing grandstand also rated high in relation to relative dissatisfaction as did car parking and floodlighting. The relative satisfaction rate with all facilities is generally quite low with the exception of the pedestrian access and sports oval. Respondents were relatively ambivalent administrative and meeting room areas which is generally reflective of the limited access respondents may have to these facilities.

In response to the overall satisfaction with the appearance of Leederville Oval. 46.9% of respondents were very unsatisfied or unsatisfied. 32.7% of those responding were satisfied with its current appearance. Figure 30 refers.

Figure 30 Respondents Satisfaction with the Appearance of Leederville Oval Site



The response in relation to the future development of Leederville Oval and potential solutions to address any issues currently associated with the site was limited. Four responses were received in relation to the comments/Ideas. These included:

- Subi should move to the Showgrounds and East Perth to the WACA, Leederville can then be redeveloped to high density living.
- I think the residential and commercial development around Claremont Football Oval is fantastic and would look here for inspiration.
- A mix of residential and recreational uses around the oval. the oval should also be accessible and visible from Vincent street.
- A comment in response to "A mix of residential and recreational uses around the oval. the oval should also be accessible and visible from Vincent street." suggested 'Defo right way to go.

Maybe also throw in some small retail/hospitality tenants on the ground floor to help activate the street.

## APPENDIX G: Additional Potential Development Option

### Baseball and Softball

In addition to the broader stakeholder consultation undertaken, during the review phase both Baseball WA and Softball WA approached the City with regard to the potential opportunity to utilise Leederville Oval as their major competition venue. The need to identify a venue had arisen from the current limitations experienced by the two sports in relation to their current sites:

- Baseball WA is the peak representative body for the sport of Baseball in WA. It is located at Perth Harley-Davidson Ballpark, Thornlie (Formerly known as Tom Bateman Reserve). The site has been the home of baseball for a number of years and has received significant investment from state government to improve the office accommodation and ancillary supporting infrastructure. Currently the Australian Baseball League team, Perth Heat, play their home games at Ballpark. Perth Heat have been national champions four times in the past nine years and have hosted the final on three occasions. In addition, Gosnells Hawks WA State League team play their home games at the venue (a member of the 12 strong WA State League). The venue whilst performing adequately in providing the administrative base for Baseball WA and for community level use, has a number of constraints due to limitations on access and ground capacity (current ground capacity is 4,000). This limits the type of events Baseball WA can operate and attract to the state. In particular, this impacts significantly on the future viability of Perth Heat and income which may be generated by attracting inter-state and international competition.
- Softball WA is the peak representative body for the sport of Softball in WA. The administrative base is at Mirrabooka International Softball Stadium within the City of Stirling which has four floodlit softball diamonds, changerooms, showers and a clubroom. Two of the diamonds are of international standard with lighting of 650/450 lux. Two other diamonds are of a club standard and consist of 250/150 lux floodlighting. The future of the site is in doubt following the approval of mixed use and residential development on and around the site. It is not certain at this stage when development is likely to commence and an alternative venue has not been determined.

Initial discussions with both sports have identified the need to develop a location within the central metropolitan area within close proximity to transport nodes which has the potential to offer state and international standard infrastructure with a ground capacity of between 12,000 to 20,000. This has been identified for both sports due to the constraints experienced on their current sites and in particular the need for Softball WA to maintain opportunities to attract inter-state and international competition.

It is to be noted that the State Sporting Facilities Plan Review (2013) identified the State Baseball Centre as having opened in January 2005 as a purpose built facility to international standard with the capacity to be used as a training and competition venue for international teams and the hosting of major competitions with a seating capacity of 1,200 and standing room for a further 4,500. Additional funding was allocated in 2007 to provide increased corporate facilities and public seating. In 2010 improvements were made to permanent terrace bar, a batter's eye in centre field and an electronic scoreboard. The outfield fence was also brought in and improvements were made to the enclosed member's area, numbered seats, playing surface, corporate boxes, fencing around the terrace bar and a staff office building. In 2012 DSR undertook a business case and master plan for the site to determine the extent of facility upgrades and enhancements required to facilitate a phased approach to development of the site. The subsequent funding commitment was provided through the State Sporting Infrastructure Fund. The current State Infrastructure Plan of June 2019 in referencing baseball only alludes to Baseball Park as being the stadium to deliver the sport and a master plan realisation as a long term forward planning priority.

In respect of Softball WA, the need for a business case/feasibility study for the investment into media and corporate hospitality area for the Mirrabooka International Softball Stadium. This was identified as a medium-term priority for investment within the State Sporting Facilities Plan Framework but has been compromised by the uncertainty related to the future of the site. The current State Infrastructure Plan of June 2019 in referencing softball further confirms the short term need for a State Centre business case and a medium to long term forward planning priority being the development of a new state centre.

It is important to recognise that for both sports the option to utilise Leederville Oval is linked to the potential for national and international competition and not for general community use. With this in mind the following specifications (Table 19) have been identified during discussions with representative from Baseball WA and Softball WA respectively. Whilst the table below is based on baseball infrastructure requirements it is understood that in all but the field dimensions Softball can be accommodated within this infrastructure. The areas from a provisional perspective which can be shared between the two sports and potentially with the two WAFL clubs is also identified.

Table 19 Facility Requirements for Baseball

Facility Requirement (Baseball) based on Winter League Venue Requirements	Shared Use Potential (Y/N)
Seating Bowl	Y
Premium Seating/Corporate	Y
Restrooms (Public Toilets and Media Restrooms)	Y
Customer Service	Y
Security/First Aid	Y
Concourse Level Concessions - Concession and Vending areas (5 feet per 350 seats)	Y
Storage/Receiving (Storage for training equipment and players)	N
Admin Offices for teams and events	Y
Ticket windows and entry turnstiles	Y
Press Box and Media Facilities	Y
Home Team Clubhouse/ Home Changing Room	Y
Visiting Team Clubhouse/ Visitors Changing Room	Y
Umpires with minimum of four lockers	Y
Groundskeeper	Y
Playing Field (to standard specification identified in figure 31 below)	Y
Dugouts	Y
Batting Cages	Y
Storage Maintenance	N
Janitorial	Y
Mechanical/Electrical	Y
Rubbish collection and storage	Y
Estimated Construction Cost - \$12.34M	
Estimated Construction and Fitout Costs - \$14.64M	

The Baseball and Softball field requirements are highlighted in Figures 31 and 32 below. The most critical components related to the field requirements is the positioning of the more extensive distance dimensions for Baseball. In all circumstances there is a need for:

- A backstop
- Bases (1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup>)
- Batter's Box

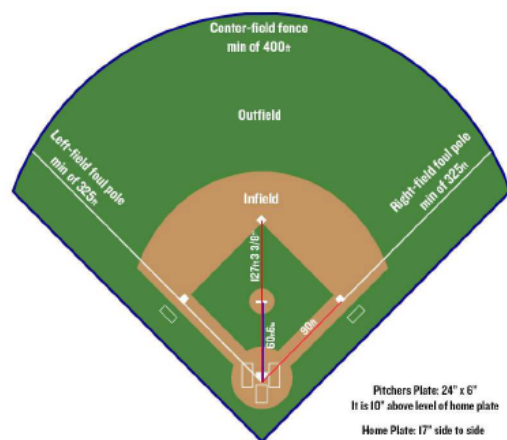
- Coaches boxes
- Foul lines
- Home Plate
- Pitches Plate/Pitching mound/circle

Specific dimensions are provided for all aspects of the sports. In all guidelines it is stated that the field orientation should be laid out to avoid dangers related to sun interference. For baseball the layout of the field is preferred to be aligned southwest to northeast along the home plate and second base alignment, but is flexible provided that the batter does not have to face the sun as it sets in the west.

Figure 31 Dimensions of Baseball Playing Surface (Source: MBL)

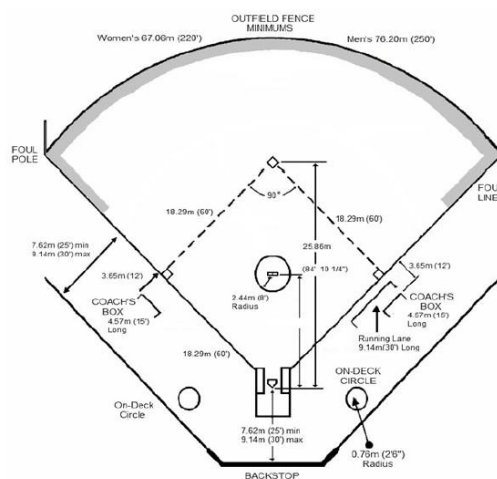
The dimensions of a baseball playing surface are as follows:

- Home plate to Left-field and right field foul pole: 310 – 325 ft (94 – 99m)
- Home plate to Center-field fence: 380 – 400 ft (115 – 122m)
- Home plate to backstop: 45 – 60 ft (14 – 18m)



Source: MLB.com

Figure 32: Softball Field Dimensions for a Women's Fast pitch Game (Source: Softball Field Guidelines - Softball Australia)





A typical orientation of baseball/softball facility with spectator infrastructure behind the pitching mound is shown in Figure 33 below.

Figure 33: Indicative Diamond Field Layout (Source: ABL Model Stadium Dimensions and Orientation)



The option to consider baseball and softball activities at Leederville Oval could present an opportunity to maximise the use of the oval from November to February seasonally due to the current Australian Baseball League season being confined to those months. This would also enable international opportunities to attract top quality American teams to tour Australia and compete against ABL teams within a suitably accredited stadium.

It would however be necessary to determine the appropriate location for a potential diamond(s) and how such infrastructure could be accommodated without adversely impacting on the prime use as a football oval.

### Hockey Benchmarking

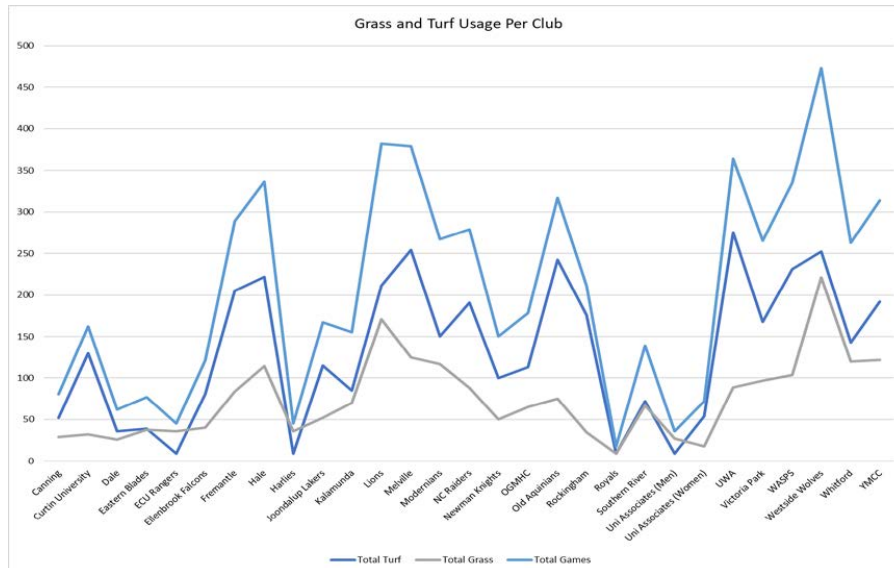
The development of hockey facility infrastructure, in particular the development of synthetic turf (turf) has become a key consideration in metropolitan Perth over the past 5 years with facilities having been developed in Warwick, Guildford, Fremantle and Southern River. The intent for the development of a turf at Leederville Oval was suggested at the early phase in the site consideration options. It is important to understand the context of any potential turf development, usage and impact on the site.

The current Hockey WA strategy referenced in Appendix A above indicates a population tipping point of 75,000 for a new turf. This however is not now considered to be a viable benchmark to justify investment in such infrastructure which is reliant on clubs generating significant income to be able to set aside monies in a sinking fund to secure the replacement of a turf. Turf replacement occurs approximately every 10 years with a full under-surface (shocks) and turf replacement every 20 years. The following are important considerations in determining whether investment in a turf is justified, even where the population growth is in excess of the :

- The optimum membership size to justify investment in a turf and potential ability to generate a viable business proposition is approximately 500 to 550.
- Recent investment in hockey turfs at Fremantle, Southern River and Warwick (in addition to Guildford School) has resulted in a potential over-provision of turf within Metropolitan Perth. The capacity on turfs is a significant concern with only the Perth Hockey Stadium (pitch one) being utilised for over 40 hours per week (capacity of turfs as a minimum should be 20 hours on weekdays, operating between 5pm and 9pm and 20 hours at weekends, operating from 8am to 6pm). Hockey WA have indicated that they are reviewing their business model and are

likely to adjust their future operations commensurate with the need to facilitate the Australian Institute of Sport (AIS) commitments but also turf viability.

Figure 34: Grass and Turf Usage Per Club (Source: Hockey WA)

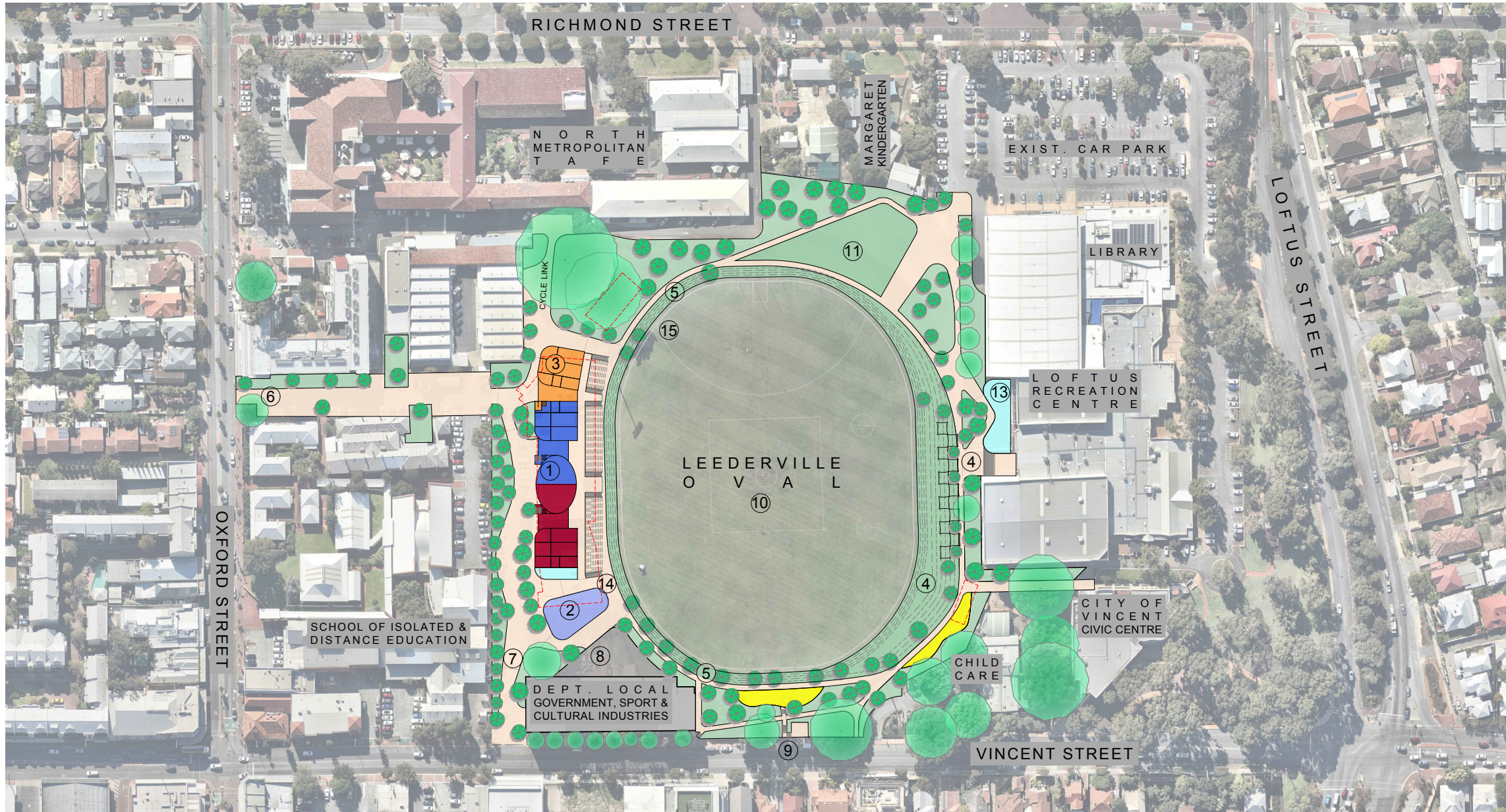


- Hockey WA suggest that for a turf to be sustainable 180 programmed games per season are required. Those clubs who have put in place a new turf over the past 2 years will require additional matches to be scheduled if they are to be financially viable (i.e. Whitford and Southern River). Both would deem to be high risk according to the games identified as being played (see figure 34 above).
- Hockey WA have indicated that they are limited in the number of games which can be scheduled due to impact on other turfs and the limited growth in the sport turfs promote (i.e. it results in player transfer rather than increase in participation).
- The optimum development associated with a synthetic turf facility is access to two additional rectangular pitches to service the developmental needs of the club. A turf development in isolation is not an optimum solution as it would result in a split management solution.

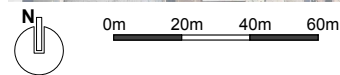
The conclusion of the current assessment process would indicate that the need to accommodate a turf hockey facility is unlikely to be justified and financially viable. It is also likely that to service the sport of hockey, it would render the use of Leederville Oval for Football unviable.

APPENDIX H: Master Plans





AREA	CONSIDERATIONS
AREA ① FOOTBALL CLUB BUILDING WITH 5 FLOORS MIXED USE OVER	NEW INTEGRATED FOOTBALL FACILITY TO ACCOMMODATE: - SUBIACO FOOTBALL CLUB - EAST PERTH FOOTBALL CLUB - TIERED & COVERED SEATING
AREA ② MIXED USE BUILDING	NEW BUILDING TO ACCOMMODATE COMMERCIAL / FOOD OFFERING
AREA ③ WAWFL CLUB BUILDING	NEW CLUB BUILDING WITH SHARED FACILITIES TO ACCOMMODATE WAWFL
AREA ④ EAST TERRACING ADJACENT TO LOFTUS BUILDING	MORE EFFECTIVE TERRACING & ALTERNATIVE CONTROLLED ENTRY TO REAR OF EXIST. BUILDING. SHADED SPECTATOR VIEWING OFF RAISED L/STONE WALL
AREA ⑤ NORTH & SOUTH EXIST. GRASSED AREAS	INCREASED TIERED SEATING AREAS, FOR ENHANCED SPECTATOR AMENITY & COMFORT
AREA ⑥ BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO OXFORD STREET. INCORPORATE PUBLIC ART
AREA ⑦ BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO VINCENT STREET. INCORPORATE PUBLIC ART
AREA ⑧ DLGSCI EXTENSION	EXTENSION OF EXIST. DLGSCI BUILDING AT GROUND FLOOR
AREA ⑨ VINCENT STREET MAIN SITE ACCESS	REALIGNMENT OF ENTRY TO INCREASE SITE VISIBILITY & PROFILE FOR GAME DAY & EVENTS. IMPROVE BOUNDARY TREATMENTS. INCORPORATE LANDSCAPING & PLAY EQUIPMENT
AREA ⑩ FOOTBALL OVAL & FLOODLIGHTING	UPGRADED FLOODLIGHTING TO PROVIDE GREATER FLEXIBILITY FOR SCHEDULING & ENHANCE EXPOSURE OF VARIOUS SPORTING CODES
AREA ⑪ EVENT SPACE	RAISED STAGE / EVENT AREA TO SUPPORT VARIOUS ACTIVITIES
AREA ⑫ PUBLIC TOILETS	EXIST PUBLIC TOILETS DEMOLISHED, AND RELOCATED TO SOCCER FIELD AT LOFTUS CENTRE. CONSIDER GYM FACILITIES EXTENSION OVER ON 1st FLOOR



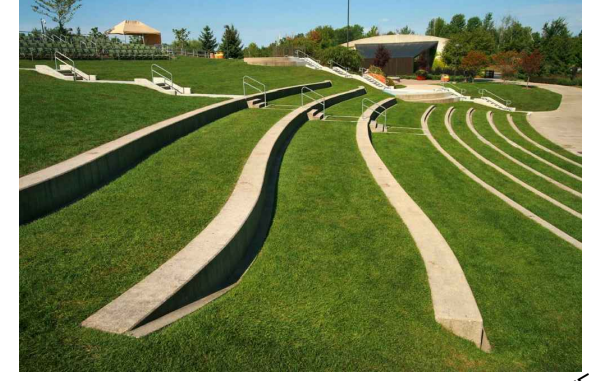
① INTEGRATED CLUB & SEATING FACILITY (FOR ILLUSTRATIVE PURPOSES ONLY)



⑭ OPEN PUBLIC ENTRIES THROUGH BUILDING TO OVAL



⑮ LOW SCALE FENCING TO EDGE OF OVAL



⑤ INTEGRATED SEATING TO GRASS BANKS

INTERIM ISSUE ONLY  
DATE: 27th JULY 2019

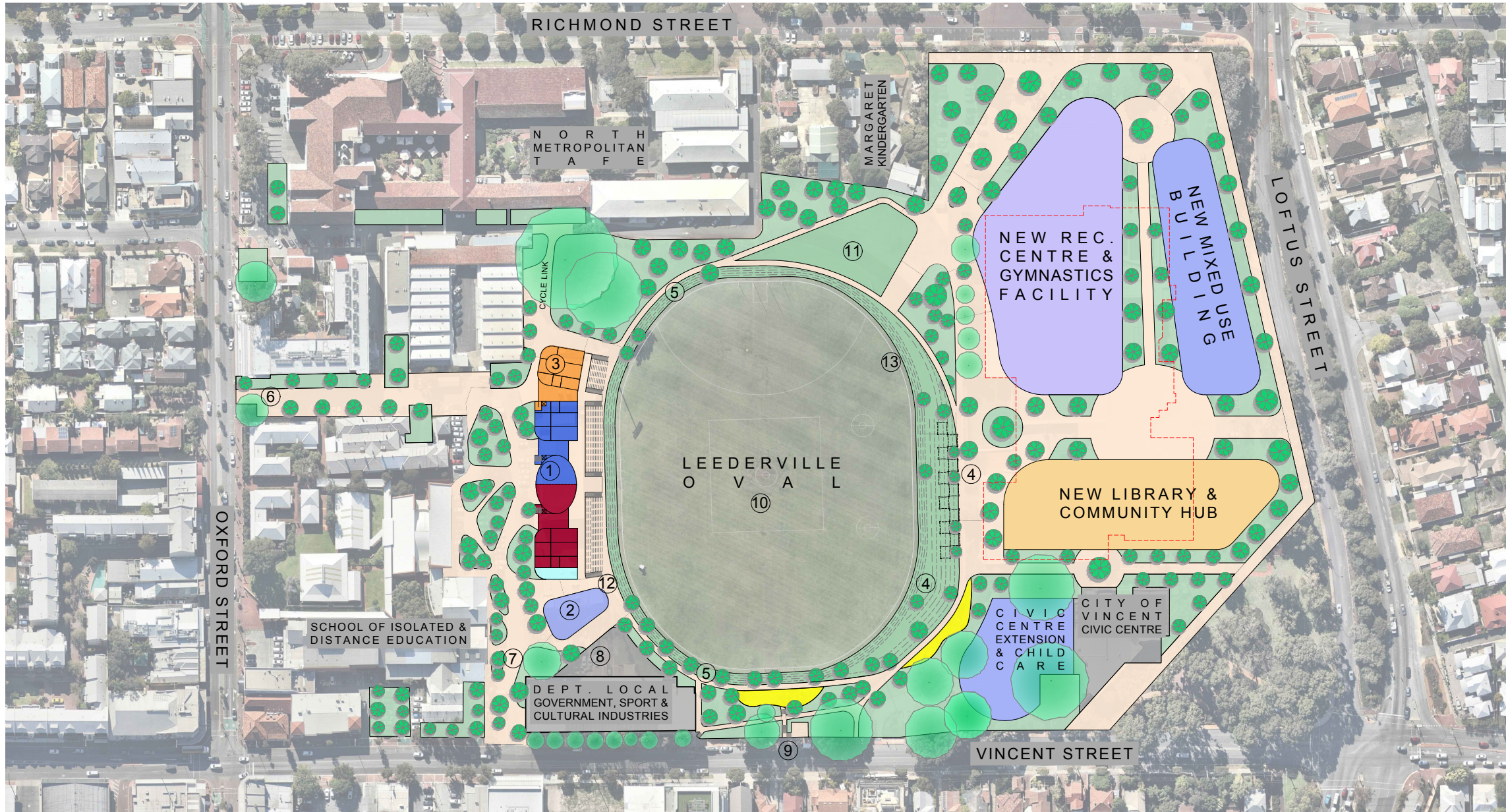
- LEGEND**
- EXIST. TREE RETAINED
  - PROPOSED TREE / VEGETATION
  - PROPOSED PLAYSPACE
  - EXIST. STRUCTURES / BUILDINGS TO BE DEMOLISHED

issue project LEEDERVILLE OVAL MASTERPLAN location VINCENT STREET, LEEDERVILLE	drawn JC checked NP	description MASTERPLAN SHORT/MEDIUM WAWFL & EVENT	scale 1:1,000 @A1 / 1:2,000 @A3	date 29/07/2019	project no 03.19	dwg no SK18
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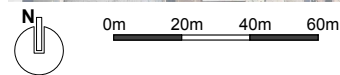


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AREA	CONSIDERATIONS
AREA ① FOOTBALL CLUB BUILDING WITH 5 FLOORS MIXED USE OVER	NEW INTEGRATED FOOTBALL FACILITY TO ACCOMMODATE: - SUBIACO FOOTBALL CLUB - EAST PERTH FOOTBALL CLUB - TIERED & COVERED SEATING
AREA ② MIXED USE BUILDING	NEW BUILDING TO ACCOMMODATE COMMERCIAL / FOOD OFFERING
AREA ③ WAWFL CLUB BUILDING	NEW CLUB BUILDING WITH SHARED FACILITIES TO ACCOMMODATE WAWFL
AREA ④ EAST TERRACING	MORE EFFECTIVE TERRACING & SHADED SPECTATOR VIEWING OFF RAISED L/STONE WALL
AREA ⑤ NORTH & SOUTH EXIST. GRASSED AREAS	INCREASED TIERED SEATING AREAS, FOR ENHANCED SPECTATOR AMENITY & COMFORT
AREA ⑥ BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO OXFORD STREET. INCORPORATE PUBLIC ART
AREA ⑦ BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO VINCENT STREET. INCORPORATE PUBLIC ART
AREA ⑧ DLGSCI EXTENSION	EXTENSION OF EXIST. DLGSCI BUILDING AT GROUND FLOOR
AREA ⑨ VINCENT STREET MAIN SITE ACCESS	REALIGNMENT OF ENTRY TO INCREASE SITE VISIBILITY & PROFILE FOR GAME DAY & EVENTS. IMPROVE BOUNDARY TREATMENTS. INCORPORATE LANDSCAPING & PLAY EQUIPMENT
AREA ⑩ FOOTBALL OVAL & FLOODLIGHTING	UPGRADED FLOODLIGHTING TO PROVIDE GREATER FLEXIBILITY FOR SCHEDULING & ENHANCE EXPOSURE OF VARIOUS SPORTING CODES
AREA ⑪ EVENT SPACE	RAISED STAGE / EVENT AREA TO SUPPORT VARIOUS ACTIVITIES



① INTEGRATED CLUB & SEATING FACILITY (FOR ILLUSTRATIVE PURPOSES ONLY)



⑤ INTEGRATED SEATING TO GRASS BANKS



⑫ OPEN PUBLIC ENTRIES THROUGH BUILDING TO OVAL



⑬ LOW SCALE FENCING TO EDGE OF OVAL

- LEGEND**
- EXIST. TREE RETAINED
  - PROPOSED TREE / VEGETATION
  - PROPOSED PLAYSPACE
  - EXIST. STRUCTURES / BUILDINGS TO BE DEMOLISHED

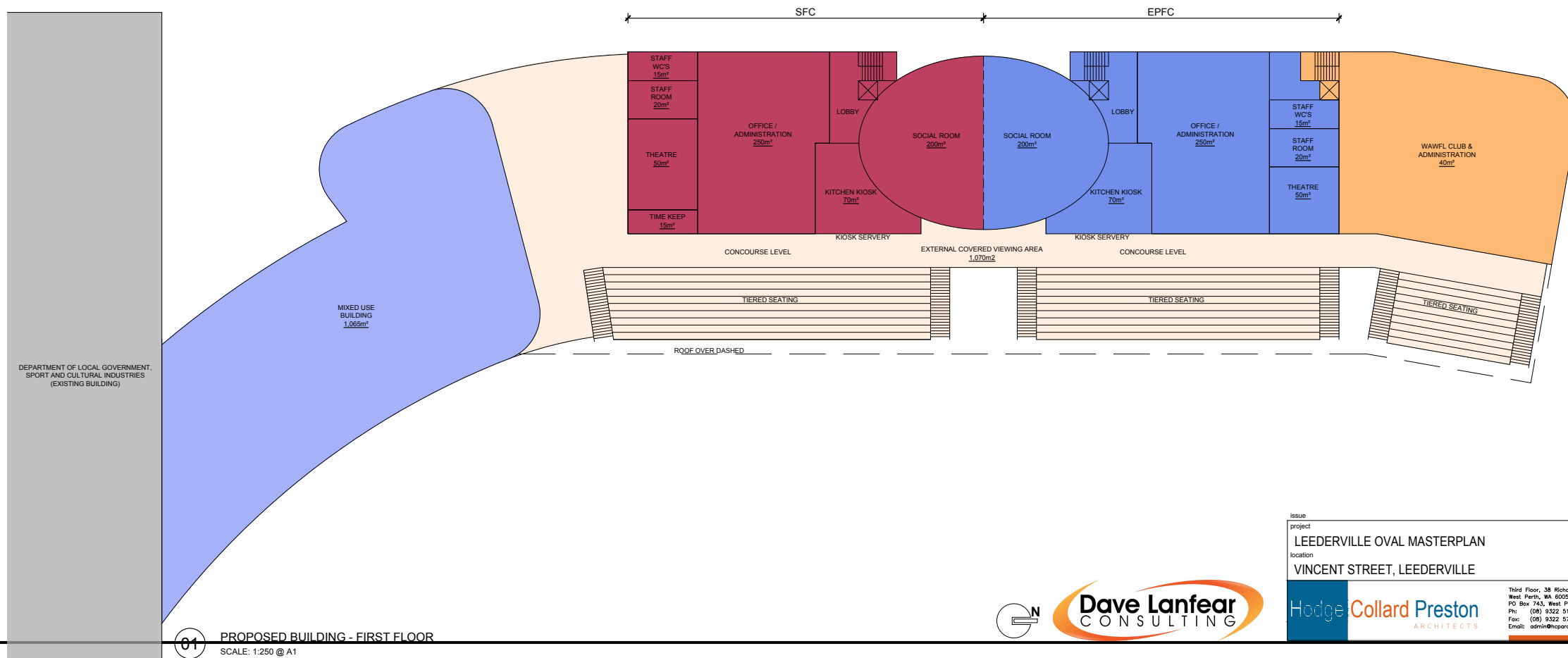
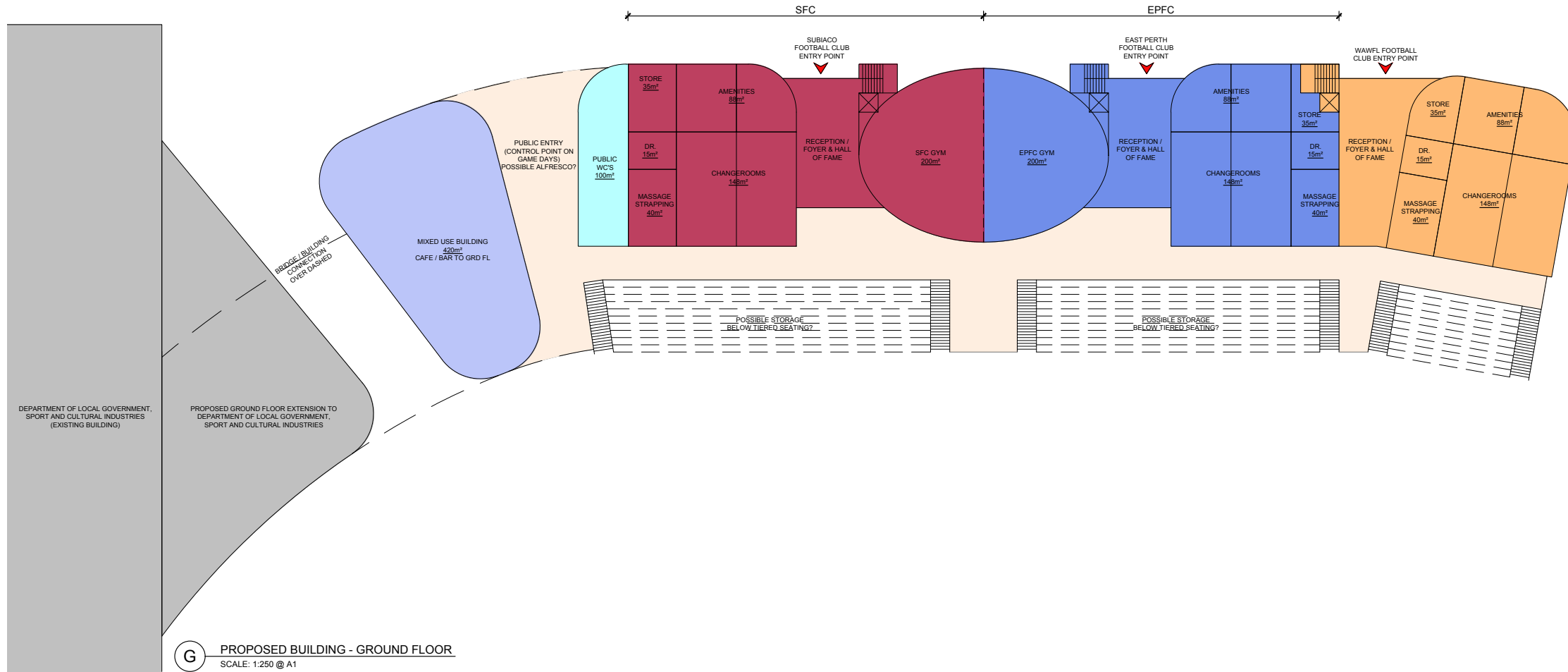
INTERIM ISSUE ONLY  
DATE: 27th JULY 2019

issue project LEEDERVILLE OVAL MASTERPLAN location VINCENT STREET, LEEDERVILLE	drawn JC checked NP scale 1:1,000 @A1 / 1:2,000 @A3	description MASTERPLAN LONG TERM WAWFL & EVENT date 27/07/2019 project no 03.19 dwg no SK19
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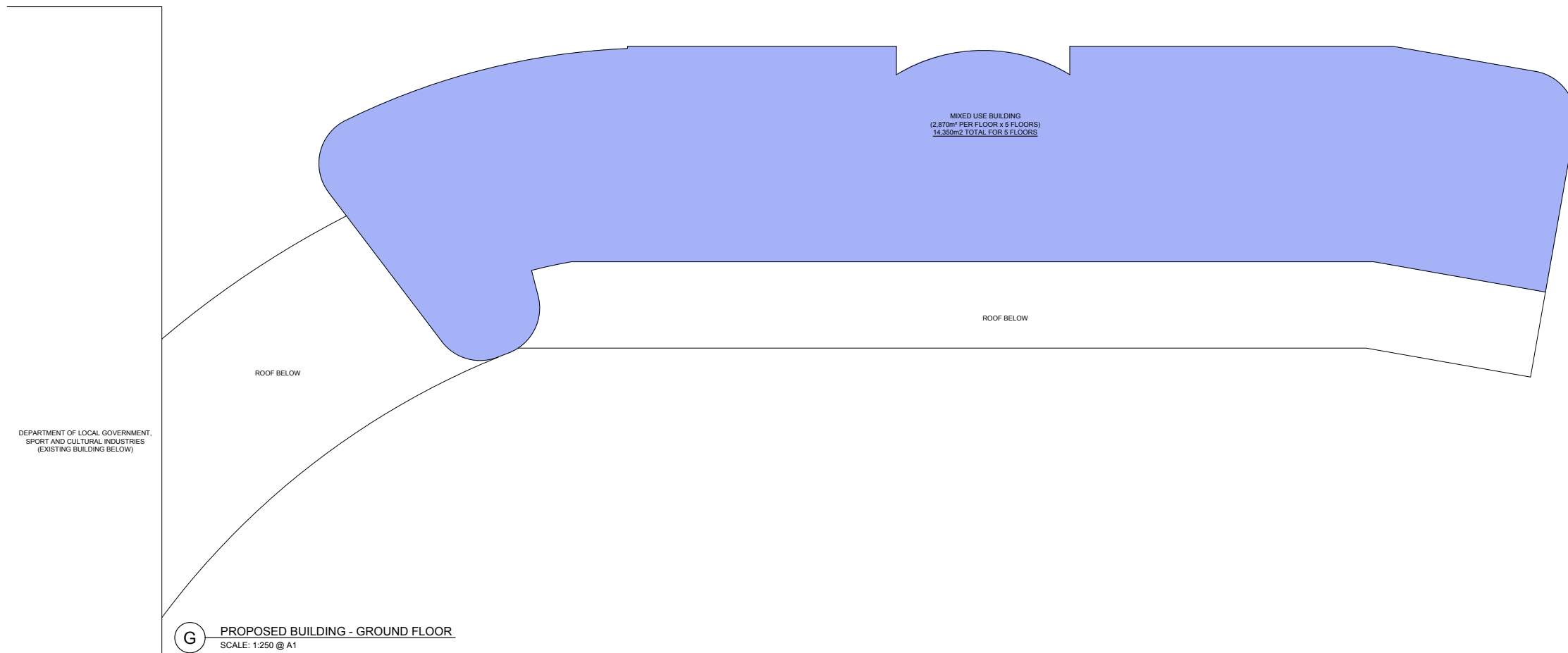


INTERIM ISSUE ONLY  
DATE: 29th JULY 2019

issue	project	drawn	description
	LEEDERVILLE OVAL MASTERPLAN	JC	PROPOSED INTEGRATED CLUB & MIXED USE B'DG
location	VINCENT STREET, LEEDERVILLE	checked	NP
scale	1:250 @A1 / 1:500 @A3	date	29/07/2019
project no	03.19	dwg no	SK21



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INTERIM ISSUE ONLY  
DATE: 29th JULY 2019

issue	project	drawn	description
	LEEDERVILLE OVAL MASTERPLAN	JC	PROPOSED
location	VINCENT STREET, LEEDERVILLE	checked	INTEGRATED CLUB & MIXED USE B'DG
		NP	
scale	date	project no	dwg no
1:250	29/07/2019	03.19	SK22
@A1 / 1:500			
@A3			



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## APPENDIX I: Cost Plan

Figure 35: Comparative Costs for the Short to Medium Term Development Options and Long Term Development Options

Leederville Oval Masterplan 6/11/2019		DONALD CANT WATTS CORKE	
Element	SK18		SK19
	Total	Total	Total
Building and External Works	\$78,983,535	\$205,427,478	
Site Clearance, Demolition and External Services	\$2,166,800	\$9,675,354	
<b>Construction Works Sub-Total</b>	<b>\$ 81,150,335</b>	<b>\$ 215,102,832</b>	
ESD Technology	1% \$ 811,503	\$ 2,151,028	
Design Contingency	8% \$ 6,147,138	\$ 16,294,039	
Construction Contingency	5% \$ 4,405,449	\$ 11,677,395	
Professional Fees	10% \$ 9,251,443	\$ 24,522,529	
<b>Indicative Project Budget Total</b>	<b>\$ 101,765,868</b>	<b>\$ 269,747,824</b>	
<b>Exclusion :</b>			
Excludes GST			
Excludes abnormal ground conditions / contamination etc			
Assume generally flat site with limited, if any, retaining structures			
Excludes services diversions			
Excludes major utility upgrades / contributions & headworks			
Excludes works to or new perimeter roads			
Excludes option with baseball and softball field			
Excludes FF&E			
Excludes client costs, legal costs, site costs, agents fees, finance etc			
Excludes land purchase costs			
Excludes Client Representative / Project Management Fee			
Excludes escalation - costs are current day			
Excludes % for Public Art unless stated			
Costs assume Competitive Tender process with local builders using basic palette of materials			
Building rates to SK19 additional buildings are indicative and could vary by -5% to +20% dependent on design solution			
<b>Notes:</b>			
OPC based on indicative proposal drawings provided			
All quantities and rates are provisional therefore subject to adjustment			
Scope and quantities based on SK18, SK19, Sk21, SK22 and SK23 all dated 27 July 2019			



Figure 36: Short to Medium Term Development Cost Profiling

Leaderville Oval Masterplan					DONALD CANT WATTS CORKE
FUNCTIONAL AREA BUDGET BREAKDOWN					
6/11/2019					
FUNCTIONAL AREA	SK18				
	Qty	Unit	Rate	Total	
<b>Item 1 and 3</b>					
Allowance for site preparation	3500	m2	\$30	\$105,000	
<b>Ground Floor</b>					
Store	105	m2	\$1,800	\$189,000	
Amenities	264	m2	\$4,000	\$1,056,000	
Changerooms	438	m2	\$3,500	\$1,533,000	
Massage etc	165	m2	\$3,000	\$495,000	
Public WC's	100	m2	\$4,000	\$400,000	
Reception	320	m2	\$4,500	\$1,440,000	
Gym	400	m2	\$3,000	\$1,200,000	
Lift	15	m2	\$7,500	\$112,500	
Stair	45	m2	\$2,000	\$90,000	
Entry Concourse	760	m2	\$750	\$570,000	
Seating	670	m2	\$500	\$335,000	
Fencing	250	m	\$200	\$50,000	
Gates etc	1	Sum	\$25,000	\$25,000	
Signage	1	Sum	\$50,000	\$50,000	
<b>First Floor</b>					
Office / Admin	952	m2	\$3,500	\$3,332,000	
Social Room	400	m2	\$3,200	\$1,280,000	
Kitchen Kiosk	140	m2	\$3,000	\$420,000	
Kitchen Equipment	2	Item	\$100,000	\$200,000	
Theatre	100	m2	\$3,500	\$350,000	
WC's	30	m2	\$4,000	\$120,000	
Staff Room	40	m2	\$3,000	\$120,000	
Time Keep	30	m2	\$3,000	\$90,000	
Lift	15	m2	\$7,500	\$112,500	
Stair	45	m2	\$2,000	\$90,000	
Lobby	80	m2	\$4,500	\$360,000	
Cantilver Seating	670	m2	\$1,000	\$670,000	
Cantilevered Roof	3500	m2	\$1,200	\$4,200,000	
Signage	1	Sum	\$50,000	\$50,000	
<b>Second to Sixth Floor</b>					
Allowance for mixed use - assumed residential	14350	m2	\$2,500	\$35,875,000	
<b>Item 2 - Mixed Use Building</b>					
Allowance for site preparation	1065	m2	\$30	\$31,950	
<b>Ground Floor</b>					
Café / Bar	420	m2	\$4,500	\$1,890,000	
Fit Out and Equipment to above		Note		By tenant	
		m2	\$4,000	\$0	
First Floor		m2	\$3,500	\$0	
Mixed Use area	1065	m2	\$3,500	\$3,727,500	
Fit Out and Equipment to above		Note		By tenant	
Allowance for connection works to existing building	120	m2	\$850	\$102,000	
Allowance for soffit cladding / structure to underside of First Floor slab where exposed	350	m2	\$400	\$140,000	

<b>Item 4 - East Terracing</b>				
Allowance for site preparation	7600	m2	\$15	\$114,000
Allowance for levels/retaining/grass	3100	m2	\$350	\$1,085,000
Allowance for hardlandscaped areas	4500	m2	\$250	\$1,125,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for interface with building	1	Sum	\$25,000	\$25,000
Allowance for canopies	550	m2	\$1,000	\$550,000
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting	7600	m2	\$25	\$190,000
Allowance for furniture	7600	m2	\$15	\$114,000
Allowance for Preliminaries	7%	Sum		\$229,510
<b>Item 5 - North / South / West Terracing</b>				
Allowance for site preparation	1600	m2	\$15	\$24,000
Allowance for levels/retaining/grass	1600	m2	\$350	\$560,000
Allowance for hardlandscaped areas		m2	\$250	Not Required
Allowance for trees	1	Sum	\$25,000	\$25,000
Allowance for interface with building		Sum	\$25,000	Not required
Allowance for canopies		m2	\$1,000	Not Required
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting		m2	\$25	Not required
Allowance for furniture	1600	m2	\$15	\$24,000
Allowance for Preliminaries	7%	Sum		\$46,110
<b>Item 6 - Boulevard</b>				
Allowance for site preparation	2500	m2	\$15	\$37,500
Allowance for levels	2500	m2	\$15	\$37,500
Allowance for hard /soft landscape	2500	m2	\$250	\$625,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	2500	m2	\$25	\$62,500
Allowance for street furniture / bollards	2500	m2	\$50	\$125,000
Allowance for interfaces / connections	1	Sum	\$75,000	\$75,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$77,925
<b>Item 7 - Boulevard</b>				
Allowance for site preparation	4400	m2	\$15	\$66,000
Allowance for levels	4400	m2	\$15	\$66,000
Allowance for hard /soft landscape	4400	m2	\$250	\$1,100,000
Allowance for trees	1	Sum	\$100,000	\$100,000
Allowance for signage	1	Sum	\$100,000	\$100,000
Allowance for lighting	4400	m2	\$25	\$110,000
Allowance for street furniture / bollards	4400	m2	\$50	\$220,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$50,000	\$50,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$137,390
<b>Item 8 - DLGSI Extension</b>				
Office	600	m2	\$3,500	\$2,100,000
Fit Out and Equipment to above		Note		By tenant
Allowance for connection works to existing building	220	m2	\$850	\$187,000
<b>Item 9 - Vincent Street Entry</b>				
Allowance for site preparation	3150	m2	\$15	\$47,250
Allowance for levels	3150	m2	\$50	\$157,500
Allowance for hard /soft landscape	3150	m2	\$250	\$787,500
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3150	m2	\$35	\$110,250
Allowance for street furniture / bollards	3150	m2	\$25	\$78,750
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for play equipment	1	Sum	\$100,000	\$100,000
Allowance for canopies to play areas	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$114,238

<b>Item 10 - Football Oval and Lighting</b>				
Allowance for floodlighting	4	No	\$250,000	\$1,000,000
Allowance for lighting from canopy	1	Sum	\$250,000	\$250,000
Allowance for drainage works	20500	m2	\$10	\$205,000
Allowance for fencing	520	m	\$75	\$39,000
Allowance for scoreboard	1	Sum	\$100,000	\$100,000
Allowance for Preliminaries	7%	Sum		\$111,630
<b>Item 11 - Event Space</b>				
Allowance for site preparation	3000	m2	\$15	\$45,000
Allowance for levels	3000	m2	\$50	\$150,000
Allowance for hard /soft landscape	3000	m2	\$250	\$750,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3000	m2	\$35	\$105,000
Allowance for street furniture / bollards	3000	m2	\$25	\$75,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for raised stage	1	Sum	\$100,000	\$100,000
Allowance for canopies	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$110,300
<b>Item 12 - Toilets and Extension</b>				
Allowance for site preparation	350	m2	\$15	\$5,250
Allowance for toilets for ground	350	m2	\$4,500	\$1,575,000
Allowance for bulding extension to first	350	m2	\$3,500	\$1,225,000
Allowance for connection works to existing building	270	m2	\$850	\$229,500
Allowance for Preliminaries	7%	Sum		\$212,483
<b>Indicative Buildings Sub-Total</b>			<b>\$78,983,535</b>	
<b>External Works</b>				
<b>Generally</b>				
Allowance for site clearance / levelling	50000	m2	\$5	\$250,000
Allowance for demolition of general buildings	500	m2	\$50	\$25,000
Allowance for demolition of stand	3000	m2	\$200	\$600,000
Allowance for Preliminaries	7%	Sum		\$61,300
<b>External services</b>				
Allowance for stormwater	1	Sum	\$100,000	\$100,000
Allowance for sewer	1	Sum	\$150,000	\$150,000
Allowance for water	1	Sum	\$100,000	\$100,000
Allowance for gas	1	Sum	\$50,000	\$50,000
Allowance for electrical	1	Sum	\$500,000	\$500,000
Allowance for communications	1	Sum	\$100,000	\$100,000
Allowance for security	1	Sum	\$150,000	\$150,000
Allowance for Preliminaries	7%	Sum		\$80,500
<b>Indicative External Works and Services Sub-Total</b>			<b>\$2,166,800</b>	
<b>Estimated Total Current Day Construction Budget</b>			<b>\$81,150,335</b>	

Figure 37: Long Term Development Cost Profiling

Leaderville Oval Masterplan					DONALD CANT WATTS CORKE
FUNCTIONAL AREA BUDGET BREAKDOWN					
6/11/2019					
FUNCTIONAL AREA	SK19				
	Qty	Unit	Rate	Total	
<b>Item 1 and 3</b>					
Allowance for site preparation	3500	m2	\$30	\$105,000	
<b>Ground Floor</b>					
Store	105	m2	\$1,800	\$189,000	
Amenities	264	m2	\$4,000	\$1,056,000	
Changerooms	438	m2	\$3,500	\$1,533,000	
Massage etc	165	m2	\$3,000	\$495,000	
Public WC's	100	m2	\$4,000	\$400,000	
Reception	320	m2	\$4,500	\$1,440,000	
Gym	400	m2	\$3,000	\$1,200,000	
Lift	15	m2	\$7,500	\$112,500	
Stair	45	m2	\$2,000	\$90,000	
Entry Concourse	760	m2	\$750	\$570,000	
Seating	670	m2	\$500	\$335,000	
Fencing	250	m	\$200	\$50,000	
Gates etc	1	Sum	\$25,000	\$25,000	
Signage	1	Sum	\$50,000	\$50,000	
<b>First Floor</b>					
Office / Admin	952	m2	\$3,500	\$3,332,000	
Social Room	400	m2	\$3,200	\$1,280,000	
Kitchen Kiosk	140	m2	\$3,000	\$420,000	
Kitchen Equipment	2	Item	\$100,000	\$200,000	
Theatre	100	m2	\$3,500	\$350,000	
WC's	30	m2	\$4,000	\$120,000	
Staff Room	40	m2	\$3,000	\$120,000	
Time Keep	30	m2	\$3,000	\$90,000	
Lift	15	m2	\$7,500	\$112,500	
Stair	45	m2	\$2,000	\$90,000	
Lobby	80	m2	\$4,500	\$360,000	
Cantiliver Seating	670	m2	\$1,000	\$670,000	
Cantilevered Roof	3500	m2	\$1,200	\$4,200,000	
Signage	1	Sum	\$50,000	\$50,000	
<b>Second to Sixth Floor</b>					
Allowance for mixed use	14350	m2	\$3,200	\$45,920,000	
<b>Item 2 - Mixed Use Building</b>					
Allowance for site preparation	1065	m2	\$30	\$31,950	
<b>Ground Floor</b>					
Café / Bar	420	m2	\$4,500	\$1,890,000	
Fit Out and Equipment to above		Note		By tenant	
<b>First Floor</b>					
Mixed Use area	1065	m2	\$3,500	\$3,727,500	
Fit Out and Equipment to above		Note		By tenant	
Allowance for connection works to existing building	120	m2	\$850	\$102,000	
Allowance for soffit cladding / structure to underside of First Floor slab where exposed	350	m2	\$400	\$140,000	

<b>Item 4 - East Terracing</b>				
Allowance for site preparation	7600	m2	\$15	\$114,000
Allowance for levels/retaining/grass	3100	m2	\$350	\$1,085,000
Allowance for hardlandscaped areas	4500	m2	\$250	\$1,125,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for interface with building	1	Sum	\$25,000	\$25,000
Allowance for canopies	550	m2	\$1,000	\$550,000
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting	7600	m2	\$25	\$190,000
Allowance for furniture	7600	m2	\$15	\$114,000
Allowance for Preliminaries	7%	Sum		\$229,510
<b>Item 5 - North / South / West Terracing</b>				
Allowance for site preparation	1600	m2	\$15	\$24,000
Allowance for levels/retaining/grass	1600	m2	\$350	\$560,000
Allowance for hardlandscaped areas		m2	\$250	Not Required
Allowance for trees	1	Sum	\$25,000	\$25,000
Allowance for interface with building		Sum	\$25,000	Not required
Allowance for canopies		m2	\$1,000	Not Required
Allowance for signage	1	Sum	\$25,000	\$25,000
Allowance for lighting		m2	\$25	Not required
Allowance for furniture	1600	m2	\$15	\$24,000
Allowance for Preliminaries	7%	Sum		\$46,110
<b>Item 6 - Boulevard</b>				
Allowance for site preparation	2500	m2	\$15	\$37,500
Allowance for levels	2500	m2	\$15	\$37,500
Allowance for hard /soft landscape	2500	m2	\$250	\$625,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	2500	m2	\$25	\$62,500
Allowance for street furniture / bollards	2500	m2	\$50	\$125,000
Allowance for interfaces / connections	1	Sum	\$75,000	\$75,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$77,925
<b>Item 7 - Boulevard</b>				
Allowance for site preparation	4400	m2	\$15	\$66,000
Allowance for levels	4400	m2	\$15	\$66,000
Allowance for hard /soft landscape	4400	m2	\$250	\$1,100,000
Allowance for trees	1	Sum	\$100,000	\$100,000
Allowance for signage	1	Sum	\$100,000	\$100,000
Allowance for lighting	4400	m2	\$25	\$110,000
Allowance for street furniture / bollards	4400	m2	\$50	\$220,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$50,000	\$50,000
Allowance for public art	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$137,390
<b>Item 8 - DLGSI Extension</b>				
Office	600	m2	\$3,500	\$2,100,000
Fit Out and Equipment to above		Note		By tenant
Allowance for connection works to existing building	220	m2	\$850	\$187,000

<b>Item 9 - Vincent Street Entry</b>				
Allowance for site preparation	3150	m2	\$15	\$47,250
Allowance for levels	3150	m2	\$50	\$157,500
Allowance for hard /soft landscape	3150	m2	\$250	\$787,500
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3150	m2	\$35	\$110,250
Allowance for street furniture / bollards	3150	m2	\$25	\$78,750
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for play equipment	1	Sum	\$100,000	\$100,000
Allowance for canopies to play areas	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$114,238
<b>Item 10 - Football Oval and Lighting</b>				
Allowance for floodlighting	4	No	\$250,000	\$1,000,000
Allowance for lighting from canopy	1	Sum	\$250,000	\$250,000
Allowance for drainage works	20500	m2	\$10	\$205,000
Allowance for fencing	520	m	\$75	\$39,000
Allowance for scoreboard	1	Sum	\$100,000	\$100,000
Allowance for Preliminaries	7%	Sum		\$111,630
<b>Item 11 - Event Space</b>				
Allowance for site preparation	3000	m2	\$15	\$45,000
Allowance for levels	3000	m2	\$50	\$150,000
Allowance for hard /soft landscape	3000	m2	\$250	\$750,000
Allowance for trees	1	Sum	\$50,000	\$50,000
Allowance for signage	1	Sum	\$50,000	\$50,000
Allowance for lighting	3000	m2	\$35	\$105,000
Allowance for street furniture / bollards	3000	m2	\$25	\$75,000
Allowance for interfaces / connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for raised stage	1	Sum	\$100,000	\$100,000
Allowance for canopies	1	Sum	\$50,000	\$50,000
Allowance for Preliminaries	7%	Sum		\$110,300
<b>Item ?? - New Buildings</b>				
Allowance for site preparation	37500	m2	\$15	\$562,500
Allowance for New Recreation Centre (assumed one full level plus half level at first)	10350	m2	\$3,500	\$36,225,000
Allowance for New Mixed Use Building (assumed 5 levels including ground of commercial)	16895	m2	\$3,000	\$50,685,000
Allowance for New Library and Community Hub (assumed one level)	4500	m2	\$4,000	\$18,000,000
Allowance for works to existing Civic Centre				Excluded
Allowance for extension to Civic and Childcare (assumed one level)	2150	m2	\$3,250	\$6,987,500
Allowance for levels	37500	m2	\$25	\$937,500
Allowance for hard /soft landscape	20571	m2	\$200	\$4,114,200
Allowance for trees	1	Sum	\$150,000	\$150,000
Allowance for signage	1	Sum	\$150,000	\$150,000
Allowance for lighting	20571	m2	\$15	\$308,565
Allowance for street furniture / bollards	20574	m2	\$10	\$205,740
Allowance for interfaces /connections	1	Sum	\$100,000	\$100,000
Allowance for gates etc	1	Sum	\$100,000	\$100,000
Allowance for public art	1	Sum	\$500,000	\$500,000
Allowance for canopies/shelters	1	Sum	\$150,000	\$150,000
Allowance for Preliminaries	7%	Sum		\$470,170
<b>Indicative Areas Sub-Total</b>				<b>\$205,427,478</b>

<b>External Works</b>				
<b>Generally</b>				
Allowance for site clearance / levelling	87468	m2	\$5	\$437,340
Allowance for demolition of general buildings	500	m2	\$50	\$25,000
Allowance for demolition of stand	3000	m2	\$200	\$600,000
Allowance for demolition of Loftus Recreation Centre	18300	m2	\$100	\$1,830,000
Allowance for Preliminaries	7%	Sum		\$202,514
<b>External services</b>				
Allowance for stormwater	1	Sum	\$100,000	\$100,000
Allowance for sewer	1	Sum	\$150,000	\$150,000
Allowance for water	1	Sum	\$100,000	\$100,000
Allowance for gas	1	Sum	\$50,000	\$50,000
Allowance for electrical	1	Sum	\$500,000	\$500,000
Allowance for communications	1	Sum	\$100,000	\$100,000
Allowance for security	1	Sum	\$150,000	\$150,000
Allowance for services infrastructure to Area 13	1	Sum	\$5,000,000	\$5,000,000
Allowance for Preliminaries	7%	Sum		\$430,500
<b>Indicative External Works and Services Sub-Total</b>				<b>\$9,675,354</b>
<b>Estimated Total Current Day Construction Budget</b>				<b>\$215,102,832</b>

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# Leederville Oval Master Plan Report

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March 2020

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## 1.0 WHERE ARE WE NOW?

### 1.1 Introduction

Leederville Oval (LO) is located at 246 Vincent Street in Leederville and is owned by the State of WA and vested in the City of Vincent through a Management Order. It is used as a West Australian Football League (WAFL) ground, and the oval is currently utilised as a home ground by two clubs: East Perth Football Club (EPFC) and Subiaco Football Club (SFC), with the clubroom facilities leased by the respective clubs from the City. Adjacent land to the east, including Civic Buildings (Library & Recreation / Community Centre - Reserve 39009) and Day Care Centre (Reserve 50346) are owned by the State of WA and vested in the City of Vincent through a Management Order. The Loftus Centre Car Park (Lot 10349) is owned freehold by City of Vincent.

With the passage of time, the facilities and surrounding areas are dated, generally aging and not keeping pace with increasing community expectations. To maintain the facilities and the surrounds, in conjunction with the current outstanding works, impose significant costs to all involved. As such, the development of a Master Plan was identified as a priority for the City and its stakeholders, which include the WA Football Commission (W AFC), Department of Local Government, Sport and Cultural Industries (DLGSCI) and the two WAFL clubs. The intent of the Master Plan is to consider the potential upgrade, replacement or construction of new buildings, landscaping, playing surfaces and other facilities for community and sporting club use on the site.

### 1.2 Current Situation and Considerations

A number of key areas were identified as being important considerations in developing the Master Plan. These included:

- Increasing accessibility to and activation of green space.
- The access to the site and infrastructure by diverse community groups is important.
- The ability to consolidate assets and minimise ongoing costs is a significant driver in considering Master Planning opportunities.
- Providing alternative business models with the capability of generating additional employment and contributing to the local economy.
- Facility functionality (including lighting) and capacity for events will need to be addressed.

- Leederville Oval is not considered worthy of state heritage listing. Any development, nevertheless, will need to respect its previous indigenous heritage, WAFL history and avoid impacting upon any trees of significance.
- Addressing the failure of previous master planning processes, which have failed to integrate the development with the broader precinct.
- The development of evidence-based outcomes needs to be a key consideration with the development of the Master Plan.
- AFL facility guidelines and those produced by other industry bodies are important in ensuring that the appropriate floor space is allocated for both WAFL football operations, but also those of aligned community groups and potential partners.

### 1.3 Industry Trends and Implications

Trends associated with WAFL infrastructure, broader sporting infrastructure development and general community facility provision indicate the following:

- Infrastructure, which has traditionally provided for state level use where the responsibility for ongoing maintenance and replacement is not considered a high priority for local government investment.
- There is a significant concern that the future of the WAFL and WAFL clubs is uncertain. While the future of the clubs is important, current circumstances may change and therefore any potential development needs to be cognisant of this.
- While Leederville Oval benefits from having established sporting clubs on site with a relatively strong membership and volunteer base, this is recognised as declining and is likely to impact on the longer-term viability of the sporting infrastructure on site if this decline is not addressed.
- Modern facilities must meet statutory building requirements. In particular, there is a need to provide access for users of all abilities.
- The growth in the women's game across a number of traditionally male dominated sports. Currently, the design inefficiencies associated with Leederville Oval are inhibiting optimum use.
- The current shared use of the oval and associated infrastructure between SFC and EPFC is considered a model for future WAFL ground developments. This is driven by the level of efficiency, which

- can be achieved due to the avoidance of duplication of servicing and management obligations.
- There is a drive towards more efficient and effective community buildings and sites where multiple users and age groups can benefit from a range of shared and efficient service provision.
  - Local governments are seeking to maximise the social return on available public open space to provide a full range of sport and recreation opportunities that promote physical activity, balanced with complimentary recreational pursuits.
  - There is a focus on accessibility and connectedness to provide high levels of community accessibility and local integration. Currently Leederville Oval fails to maximise connectivity with adjoining users and provide good access opportunities for neighbouring residents.
  - The changing demographic profile within the catchment of Leederville Oval indicates that over time, a greater provision of infrastructure for both an ageing demographic and youthful upwardly mobile demographic will be required.
  - There is an increase in community expectations in relation to the quality of provision for the spectator, including associated parking, shade and toilets. The current spectator provision at Leederville Oval is of poor quality and does not encourage potential WAFL supporters into the ground.

## 1.4 Football Facility Benchmarking

Research has been undertaken into State level football facility infrastructure and the lessons learnt in respect of the consequential impact on community use; the viability of clubs and level of infrastructure desired. The following is a summary of the key considerations and how they relate to Leederville Oval:

- A core focus for the majority of new and emerging facility developments has been on community outcomes with State level football infrastructure, being an ancillary benefit.
- The incorporation of other business opportunities were important in maintaining a strong income stream.
- The ability for the community to gain access to a range of shared facilities is important to ensure the site is activated throughout the week and off-season.

- An important component was the ability of the sporting clubs to influence key decisions and maintain control at key usage times (especially for match days and for training).
- Effective partnerships are critical to their success.
- Commercial operations can be limited due to the needs of a football club. This is further compounded when the facility is shared with another club. The ability to generate income, through functions and corporate activity, is essential.
- Funding commitments have been achieved through Federal, State and Local Government, together with funds raised through club activities. There is an expectation that the club will contribute financially to such infrastructure.
- Game day family activities and events are seen as a mechanism to attract greater spectator engagement.

## 2.0 WHERE DO WE WANT TO BE?

### 2.1 Vision for the Site

Following the initial assessment, it was determined that the vision for the site should be:

*The development and delivery of a connected formal and informal active recreation and sporting space within a Town Centre location, which will be accessible to all, safe and sustainably managed for the benefit of the community and sporting clubs.*

The initial feedback indicates that for the next decade or more the following components are going to be critical to the evolution of Leederville Oval:

- The site will be the home to the EPFC and SFC WAFL clubs and requires sufficient/appropriate infrastructure to enable the game to grow and develop.
- The site should provide a training, developmental and competition base for both the WAFL and WAWFL.
- The ability to commercialise aspects of the Leederville Oval site will be essential if the long-term future of the WAFL clubs is to be secured.

- Existing infrastructure is substandard and should be re-developed in a staged and cost effective manner, to meet the needs of the key tenants and the broader needs of the community.
- Wherever possible the collocation of infrastructure should be incorporated to ensure the development is viable, cost effective and efficient.

Due to this, further detailed analysis was undertaken to determine the appropriate facility mix and spatial requirements of the WAFL clubs, which could then be incorporated within the overall Leederville Oval Site Master Plan development.

### 3.0 HOW DO WE GET THERE?

#### 3.1 Consultation Approach

The second phase of the consultation process included a more intensive approach including:

- One to one consultation with nominated organisations/agencies, individuals and neighbouring users of the Leederville Oval Site.
- Briefing of nominated advisory / working groups within the City of Vincent, undertaken by City of Vincent staff.
- A community on-line questionnaire, which closed on 22<sup>nd</sup> April 2019.
- Leaflet drops at WAFL and pre-season AFL games notifying spectators/users of the on-line survey to complete.
- Consultation with the consultants (GHD) responsible for developing the Leederville Activity Centre Plan.
- Workshop with Leederville Connect on 1<sup>st</sup> May 2019.
- Elected state and federal representatives.

#### 3.2 Key Emerging Themes

The key themes, which emerged from the stakeholder engagement and community consultation process, are summarised below:

1. **Relationships:** The importance of enhancing the relationship between the football clubs and neighbouring land user groups, particularly those who have a sport and recreational role to play in the local area.
2. **Integrated Development:** The consideration of integrating any future development with neighbouring land users (i.e. shared use of meeting spaces, gym, fitness activities, spectator provision and social space).
3. **Building Interface:** Reposition the current profile of surrounding users to ensure they interface more effectively with Leederville Oval.
4. **Site Utilisation:** Perceived under-utilisation of the site by the local community and the need to enhance the opportunities and encouragement for people to transfer across the site.
5. **Spectator Banking:** Better use of banks and in particular the area referenced as the wood chipped area.
6. **Toilet Blocks:** The removal and redevelopment of the public toilet blocks to reduce potential issues from anti-social behaviour and hygiene issues.
7. **Shade Infrastructure:** The need for shade and improved spectator infrastructure throughout the site.
8. **Security:** Maintenance of security in all areas associated with childcare and child protection, e.g. adjacent childcare centre and kindergarten.
9. **Ageing Infrastructure:** The need for the replacement of ageing facilities throughout the site (i.e. the tin spectator area, grandstand and toilet blocks).
10. **Capacity of the Oval:** Potential overuse of the oval from current activities and the need to protect worn areas.
11. **Car Parking:** The importance of car parking in relation to surrounding users of land. The key area is to control car parking and accessibility during game days and coordination with neighbouring users.
12. **Public Art:** Consideration of public art to enhance the entrance to the Leederville Oval site and within all infrastructure.
13. **Youth Infrastructure:** Incorporation of skate sculptures/objects and appropriate street furniture.
14. **Pedestrian Use:** Increased activation by pedestrians from surrounding areas and enhanced site wayfinding (signage).
15. **Commercial Opportunities:** Incorporation of café within the site to encourage people through the area.

16. **Alternative Sporting Use:** The opportunity to integrate the redevelopment of the Leederville Oval site with international standard softball and baseball infrastructure.

### 3.3 Recommended Solutions to be Tested

Due to the outputs delivered through the consultation process, each theme was assessed against a multiple bottom line impact, and as a result, the following recommendations are to be explored in the development of the Master Plan:

- Formal agreements should be explored as part of the ongoing relationship building with neighbouring users.
- Aspects, such as shared space with DLGSCI, Nyoongar Wellbeing & Sports, Perth Heat Baseball and Softball WA are incorporated within the development of the site concept plans to test viability.
- As part of the master planning process, the plans should indicate how the current boundary infrastructure could be altered to interface more effectively, increase site activity and inform the Leederville Activity Centre process.
- A range of dual use path improvements and activation nodes, which can be utilised to both enhance day-to-day activity at Leederville Oval and for game day use.
- To redesign and redevelop the banking areas throughout the Leederville Oval site with a particular focus on the woodchip area as a major site entry and activation node. Incorporate a variety of play, exercise and social infrastructure particularly on the eastern banking in strategic locations with appropriate shade and integration with neighbouring properties.
- The detached public game day toilet facilities should be removed and integrated within a new development option for the site (within a replacement grandstand and potentially re-aligned Loftus Recreation Centre).
- The integration of shade infrastructure with a re-aligned eastern banking section together with structures associated with event infrastructure to the north are to be incorporated in the concept plans.
- The boundary treatment to the childcare centre and kindergarten should seek to maintain security whilst permitting access to play and sensory infrastructure immediately adjacent to their boundary.
- The existing grandstand and associated buildings will need to be redeveloped and rationalised to meet current day sporting and community expectations. The specification for the redeveloped floor areas should be based on sport and community facility guidelines.
- The re-laying of the oval and improved drainage and playing capability and capacity should be considered.
- The re-alignment of car parking areas is to be considered by focusing on more effective and efficient use to the west of the grandstand and in the northwest corner. This will necessitate the demolition of the current detached toilet block and re-alignment of the northwest banking and demolition of the spectator area (referenced as 'tin shed').
- Public art in appropriate locations is to be incorporated within the development of the Leederville Oval site together with the identification of and potential impact.
- Consideration of street furniture within and adjacent to the shared path and activity nodes are to be considered.
- The identification of suitable locations for signage and site entry statements.
- Incorporation of shared use and commercial areas on the ground floor of the redeveloped grandstand will be required to test viability and consistency within the Leederville Activity Centre planning process.
- The development of softball and baseball infrastructure should be explored. The preference would be to integrate the diamond location with the potential redeveloped spectator and game day infrastructure on the western side of the oval. It must however be viable without adversely impacting upon the football operations.



### 4.0 Master Plan Development

The initial master plan considerations sought to explore all development options identified in section 3.3. The architectural development and landscaping options are summarised in Table 1 below and represented in Section 5.0, under the initial master planning approach.

Table 1: Development Options

Area	Build Description	Landscape Options
1	<p>Football club building with 5 floors mixed use - new integrated football facility to accommodate:</p> <ul style="list-style-type: none"> <li>Subiaco Football Club</li> <li>East Perth Football Club</li> <li>Tiered &amp; Covered Seating</li> </ul> <p>Possible additional commercial / retail / office accommodation.</p> <p>To include detached covered viewing area bank &amp; overflow car park area: Replacement of covered grandstand, provide access from top bank through to main grandstand &amp; spectator viewing area. Realignment of car parking &amp; access.</p>	<p>Retention of shade trees.</p> <p>Improve visual and access permeability through to the covered viewing area.</p> <p>Reconfigure parking area to be integrated with the landform that may offer opportunities for passive recreation.</p> <p>Micro play space.</p> <p>Integrated approach to the boundary treatment using a combination of trees, planting and small-scale fence.</p>
2	Mixed Use Building - new building to accommodate commercial / food offering.	Improve visual and access permeability.
3	WAWFL or Baseball Club - new club building with shared facilities to accommodate WAWFL or Softball & Baseball	As for 1 and 2 above.
4	East terracing adjacent to Loftus Centre: More effective	Terraced vegetated swale and trees adjoining Loftus Recreation

Area	Build Description	Landscape Options
	terracing & alternative controlled entry to rear of existing building. Shaded spectator viewing off raised l/stone wall.	<p>Centre to capture stormwater runoff.</p> <p>Improve pedestrian and service/emergency vehicle access.</p> <p>Integrated approach to the boundary treatment.</p> <p>Light weight and visually permeable shade to oval seating area.</p>
5	<p>North &amp; South - Existing Banking and Grassed Areas: increased tiered seating areas, for enhanced spectator amenity &amp; comfort.</p> <p>Northern gate, banking &amp; terracing, family activity area, play equipment, hardstand for game day &amp; event infrastructure. Pedestrian activation from existing car park.</p> <p>S/E banking - expand footpath link &amp; integrate terrace seating</p>	<p><b>North Banking:</b></p> <p>Mixed-use space with structures that accommodate events, play, skate exercise activities and passive recreation.</p> <p>Integration of planting buffer and shade trees.</p> <p>Potential for direct access from TAFE.</p> <p><b>South and South East Banking:</b></p> <p>Reinforce connection to the City of Vincent Civic Centre with pathways and landscape treatment.</p> <p>Micro playspace.</p> <p>Retention of shade trees.</p> <p>Integrated approach to the boundary treatment.</p>

Area	Build Description	Landscape Options
6	West entry to site from TAFE: Alternative access provision through TAFE & enhanced boundary treatment. Alternative off-site parking provision & pedestrian access with redeveloped gates.  Boulevard: activated pedestrian boulevard link to Oxford Street. Incorporate public art.	Area to be a pedestrian priority zone to facilitate people traffic from Oxford Street.  Create clear sightlines and access from Oxford Street.  Streetscape to include planting, shade trees and parking bays.  Feature lighting treatment to highlight access way to the oval.
7	Vincent Street Main Site Access: realignment of entry to increase site visibility & profile for game day & events. Improve boundary treatments. Incorporate landscaping & play equipment  Boulevard: activated pedestrian boulevard link to Vincent Street. Incorporate public art	Pedestrian priority zone to facilitate access from Vincent Street.  Streetscape to include planting, shade trees and parking bays.  Feature lighting treatment to highlight access way to the oval, clubhouses and grandstand.
8	Dept. Local Govt. Sport & Cultural Industries building Extension of existing DLGSCI building at ground floor.	Integrate building forecourt to the oval masterplan as a main entry point to the oval with landscaped areas including seating, wayfinding, accessible routes, wide pathways and shade trees.  Access permeability opportunities from street level to oval through built form.
9	South oval & footpath to Vincent Street:  Realignment of entry to increase site visibility & profile	Improve visual connectivity and sightlines from Vincent Street.  Redevelop area as the street-front access to the oval and

Area	Build Description	Landscape Options
	for game day & events. Improve boundary treatments. Incorporate landscaping & play equipment.	improve pedestrian and universal accessibility from street level.  Integration with small scale built form to create a park like setting.  Retention of shade trees.  Reinforce interpretation opportunities.
10	Football oval & floodlighting: Complete redevelopment & replacement of oval surface and floodlighting to state level requirements to provide greater flexibility for scheduling & enhance exposure of various sporting codes .Address sting nematode infestation.	Relocate seating areas for oval closer to the playing field to allow for access around the oval.  Grass treatment to suit playing field and events.  Lighting to suit sports and club activities and organised/community events.
11	Baseball Diamond: 76.2m outfield and backstop 18m from home base.	
12	Softball Diamond 76.2m outfield and backstop 9.14m from home base.	
13	Existing public toilets demolished and reposition ablution facility to suit new function of the oval. Potentially relocated to synthetic soccer field at Loftus Centre. Consider gym facilities extension over on 1st floor.	

The initial indicative master plan following these architectural and landscaping options is provided at Section 5 below. Opportunities were also explored for long-term development options including integrating the adjacent civic buildings with a series or re-aligned services and potential mixed use development adjacent to Loftus Street. This was put forward to explore the potential opportunities to fund or part fund the complete redevelopment of Leederville Oval.



### 5.0 Initial Master Planning Considerations

Figure 1: Initial Concept Plan exploring Baseball and Softball Options – Short to Medium Term Development Options



Figure 2: Initial Concept Plan exploring Baseball and Softball Options –Long Term Development Options



## 6.0 HAVE WE GOT IT RIGHT?

### 6.1 Final Master Plan Development

The final development options are identified below and due to the concerns identified through the Project Reference Working Group and feedback process, baseball and softball were omitted from the final plans.

The final plans produced as the Master Plan for Leederville Oval incorporate:

- The short term (funding constrained: 1-5 years in planning and delivery)
- The medium term (phased development in accordance with available funding program and negotiations with Treasury/Government Depts: 3-10 years in planning and delivery) to provide an opportunity to rectify current deficiencies with the site and to provide the appropriate timeline to develop a business case, secure statutory approvals and secure funding.
- The long term development options which are subject to further detailed negotiations with state government and potential commercial partners (particularly centered around the potential mixed use residential and commercial development).

The key development options and approvals include:

Short Term:

- Upgrade changing room provision within the grandstand to meet AFLW requirements
- Upgrade lighting around the oval to comply with AFLW games and to support WAFL televised games.
- Upgrade oval to increase playing capacity and winter playing capability (redirect stormwater flows).
- Redevelop eastern terrace, including shade and street furniture, with hard and soft landscaping.
- Develop north, south and west terracing with hard and soft landscaping, including shade and street furniture.
- Investigate and develop a boulevard from Oxford Street in partnership with adjacent landowners.
- Investigate and develop a boulevard from Vincent Street in partnership with adjacent landowners.
- Enhance the interface with Vincent Street at the southern end of the oval to increase visibility through the site and maximise opportunities for club sponsorship.
- Investigate and develop an outdoor event space and associated infrastructure in the northern end of the oval.
- Address servicing issues (power, water, stormwater drainage).
- Undertake a business case for medium to long term development options.

- Secure statutory approvals and undertake land negotiations with the Department of Planning and Lands, to explore the potential development of alternative commercial opportunities to enable the management of, and investment in, the asset.
- Explore agreed commercial opportunities, in the first instance through Landcorp and other state government departments to secure development options for the site.
- Re-negotiate the lease agreements with EPFC and SFC to facilitate their commitment to the site and its potential redevelopment.
- Engage surrounding landowners / occupiers in the ongoing evolution and development of the Leederville Oval precinct and broader development opportunities.
- Advertise the Master Plan options for public comment as part of the Leederville Activity Centre Plan process.

Medium Term:

- Grandstand redevelopment. Explore options for a 5-6 story development for mixed use potential.
- Re-alignment of existing public toilets into grandstand and adjacent Loftus Recreation Centre.
- Confirm and obtain a commitment from DLGSCI to extend the existing departmental building to be part of the grandstand redevelopment and integrate shared function, meeting room and office space with EPFC and SFC.

Long Term

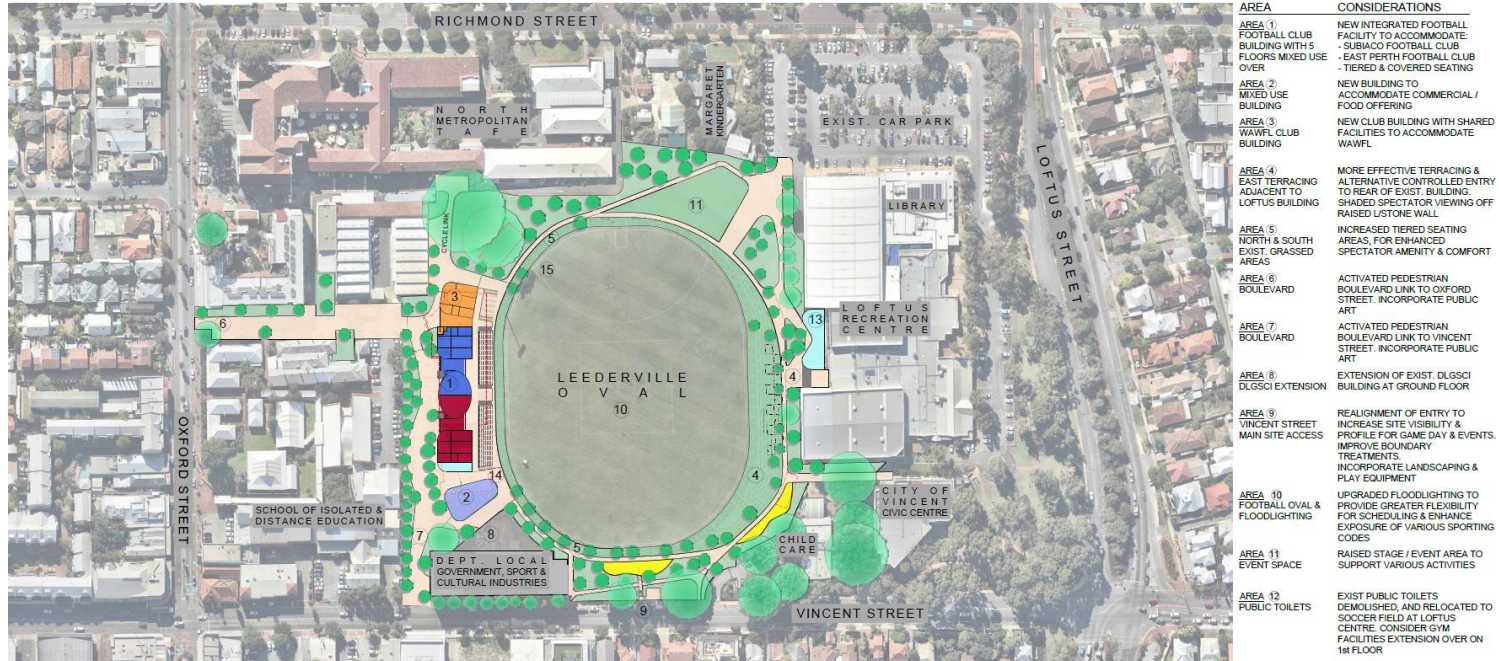
- Explore potential development opportunities for the broader civic precinct on the eastern side of Leederville Oval, including a redeveloped recreation centre, library and community centre (multi-functional).
- Enhance site access and relationships between all surrounding users / occupiers and provide complementary boulevard and access features enabling greater connectivity and passive surveillance across Leederville Oval.

The Final Master Plans are provided at Figure 3 to 6.

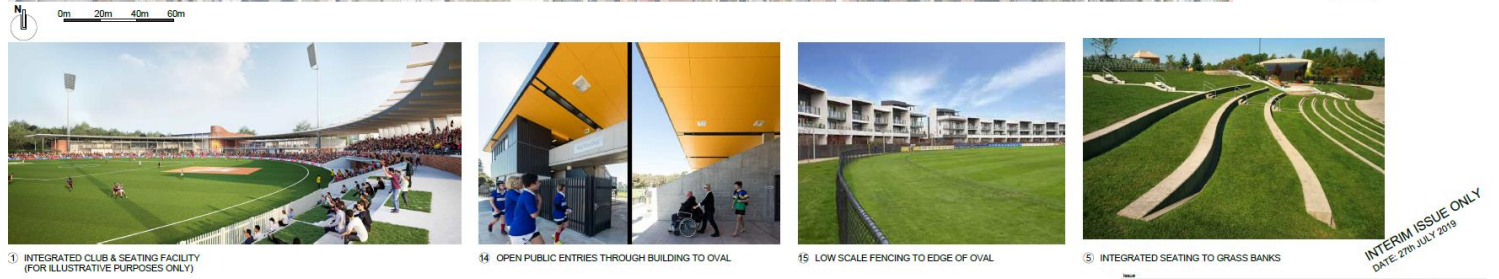
It should be noted that the floor plan for the grandstand is indicative and it reflects the level of detail normally anticipated at the master planning phase. This would be subject to more detailed design during subsequent development phases associated with the business case, concept design and detailed design phases.



Figure 3: Final Master Plan: Short to Medium Term Development Options



AREA	CONSIDERATIONS
AREA 1 FOOTBALL CLUB BUILDING WITH 5 FLOORS MIXED USE OVER	NEW INTEGRATED FOOTBALL FACILITY TO ACCOMMODATE - SUBIACO FOOTBALL CLUB - EAST PERTH FOOTBALL CLUB - TIERED & COVERED SEATING
AREA 2 MIXED USE BUILDING	NEW BUILDING TO ACCOMMODATE COMMERCIAL / FOOD OFFERING
AREA 3 WAWFL CLUB BUILDING	NEW CLUB BUILDING WITH SHARED FACILITIES TO ACCOMMODATE WAWFL
AREA 4 EAST TERRACING ADJACENT TO LOFTUS BUILDING	MORE EFFECTIVE TERRACING & ALTERNATIVE CONTROLLED ENTRY TO REAR OF EXIST. BUILDING. SHADED SPECTATOR VIEWING OFF RAISED LISTONE WALL.
AREA 5 NORTH & SOUTH EXIST. GRASSED AREAS	INCREASED TIERED SEATING AREAS, FOR ENHANCED SPECTATOR AMENITY & COMFORT
AREA 6 BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO OXFORD STREET. INCORPORATE PUBLIC ART
AREA 7 BOULEVARD	ACTIVATED PEDESTRIAN BOULEVARD LINK TO VINCENT STREET. INCORPORATE PUBLIC ART
AREA 8 DLGSCI EXTENSION	EXTENSION OF EXIST. DLGSCI BUILDING AT GROUND FLOOR
AREA 9 VINCENT STREET MAIN SITE ACCESS	REALIGNMENT OF ENTRY TO INCREASE SITE VISIBILITY & PROFILE FOR GAME DAY & EVENTS. IMPROVE BOUNDARY TREATMENTS. INCORPORATE LANDSCAPING & PLAY EQUIPMENT
AREA 10 FOOTBALL OVAL & FLOODLIGHTING	UPGRADED FLOODLIGHTING TO PROVIDE GREATER FLEXIBILITY FOR SCHEDULING & ENHANCE EXPOSURE OF VARIOUS SPORTING CODES
AREA 11 EVENT SPACE	RAISED STAGE / EVENT AREA TO SUPPORT VARIOUS ACTIVITIES
AREA 12 PUBLIC TOILETS	EXIST PUBLIC TOILETS DEMOLISHED, AND RELOCATED TO SOCCER FIELD AT LOFTUS CENTRE. CONSIDER GYM FACILITIES EXTENSION OVER ON 1st FLOOR



1) INTEGRATED CLUB & SEATING FACILITY (FOR ILLUSTRATIVE PURPOSES ONLY)

14) OPEN PUBLIC ENTRIES THROUGH BUILDING TO OVAL

15) LOW SCALE FENCING TO EDGE OF OVAL

5) INTEGRATED SEATING TO GRASS BANKS

**LEGEND**

- EXIST. TREE RETAINED
- PROPOSED TREE / VEGETATION
- PROPOSED PLAYSPACE
- EXIST. STRUCTURES / BUILDINGS TO RF DFM/1134/21

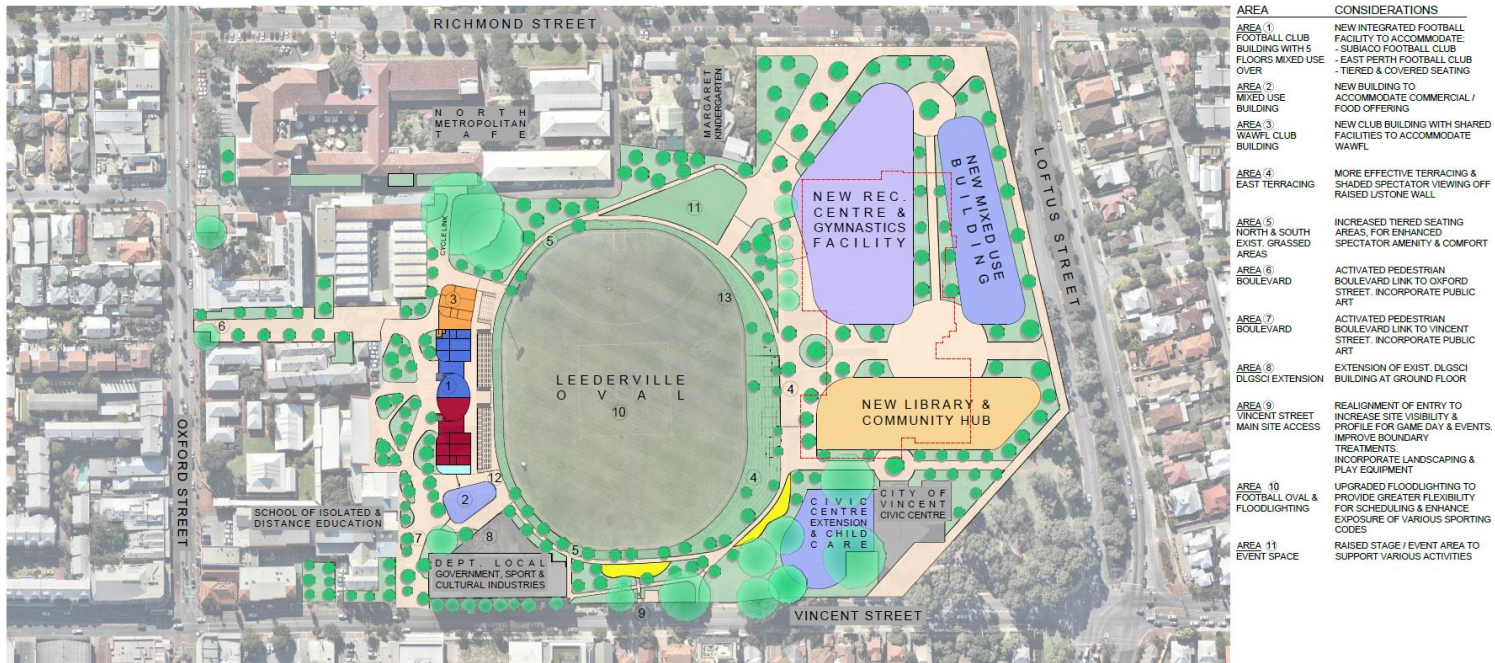
INTERIM ISSUE ONLY  
DATE: 27th July 2019



Project LEEDERVILLE OVAL MASTERPLAN VINCENT STREET, LEEDERVILLE	Client JC MAYOR	Drawn 26/07/2019
Author Collard Preston	Scale 1:1,000	Checked 03.19
Red Line 15.000	Issue 15.000	Drawn SK18



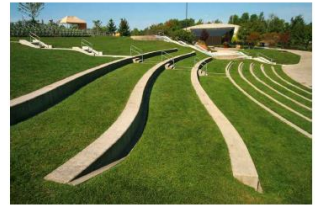
Figure 4: Final Master Plan: Long Term Development Options (Hodge Collard Preston)



AREA	CONSIDERATIONS
AREA 1	NEW INTEGRATED FOOTBALL FACILITY TO ACCOMMODATE: - SUBIACO FOOTBALL CLUB - EAST PERTH FOOTBALL CLUB - TIERED & COVERED SEATING
AREA 2	NEW BUILDING TO ACCOMMODATE COMMERCIAL / FOOD OFFERING
AREA 3	NEW CLUB BUILDING WITH SHARED FACILITIES TO ACCOMMODATE WAWFL
AREA 4	MORE EFFECTIVE TERRACINGS & SHADED SPECTATOR VIEWING OFF RAISED L/STONE WALL
AREA 5	INCREASED TIERED SEATING AREAS, FOR ENHANCED SPECTATOR AMENITY & COMFORT
AREA 6	ACTIVATED PEDESTRIAN BOULEVARD LINK TO OXFORD STREET, INCORPORATE PUBLIC ART
AREA 7	ACTIVATED PEDESTRIAN BOULEVARD LINK TO VINCENT STREET, INCORPORATE PUBLIC ART
AREA 8	EXTENSION OF EXIST. DLGSCI BUILDING AT GROUND FLOOR
AREA 9	REALIGNMENT OF ENTRY TO INCREASE SITE VISIBILITY & PROFILE FOR GAME DAY & EVENTS. IMPROVE BOUNDARY TREATMENTS. INCORPORATE LANDSCAPING & PLAY EQUIPMENT
AREA 10	UPGRADED FLOODLIGHTING TO PROVIDE GREATER FLEXIBILITY FOR SCHEDULING & ENHANCE EXPOSURE OF VARIOUS SPORTING CODES
AREA 11	RAISED STAGE / EVENT AREA TO SUPPORT VARIOUS ACTIVITIES



1 INTEGRATED CLUB & SEATING FACILITY (FOR ILLUSTRATIVE PURPOSES ONLY)



5 INTEGRATED SEATING TO GRASS BANKS



12 OPEN PUBLIC ENTRIES THROUGH BUILDING TO OVAL



13 LOW SCALE FENCING TO EDGE OF OVAL

- LEGEND**
- EXIST. TREE RETAINED
  - PROPOSED TREE / VEGETATION
  - PROPOSED PLAYSPACE
  - EXIST. STRUCTURES / BUILDINGS TO BE DEMOLISHED

INTERIM ISSUE ONLY  
DATE: 27th July 2019



Project	LEEDERVILLE OVAL MASTERPLAN	Client	DLGSCI
Location	VINCENT STREET, LEEDERVILLE	Project	MASTERPLAN LONG TERM WAWFL & EVENT
Scale	1:1,000	Date	27/07/2019
Author	DLGSCI	Issue	03.19
Check	DLGSCI	Drawn	DLGSCI
Approved	DLGSCI	Scale	A4

Figure 5: Indicative Grandstand Redevelopment Options (Hodge Collard Preston)

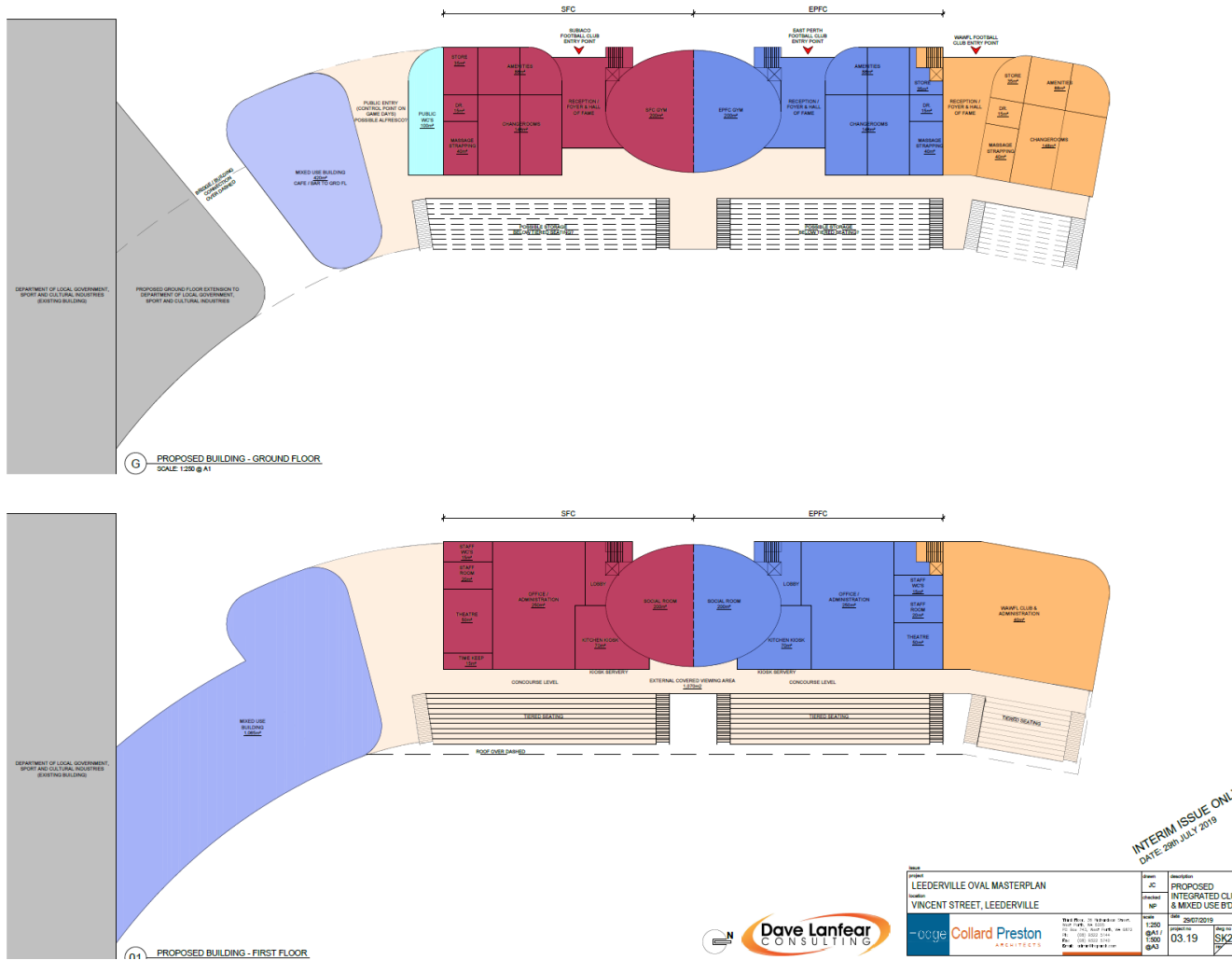
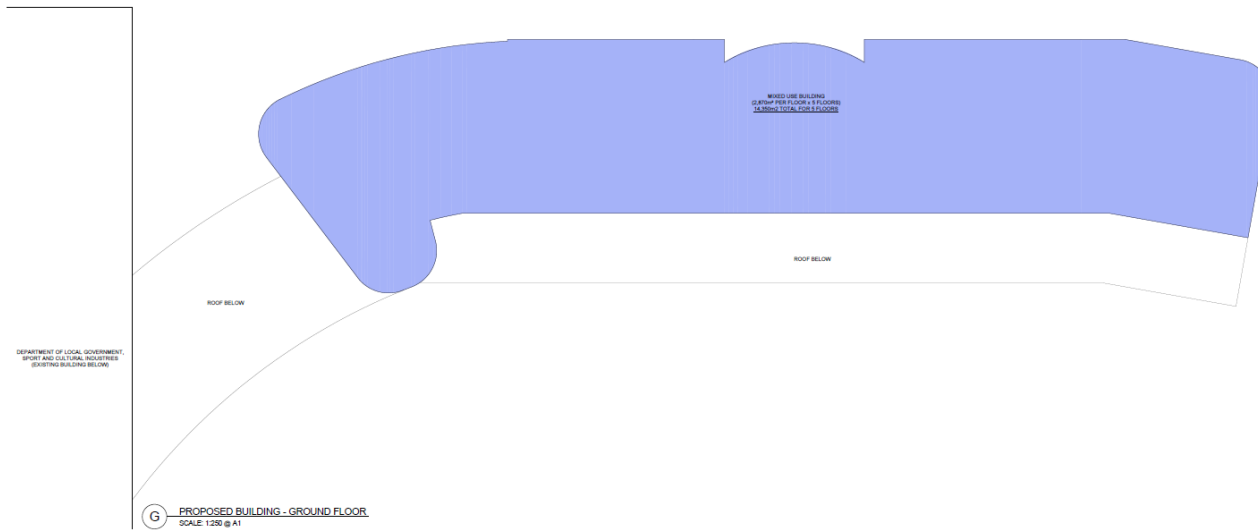


Figure 6: Indicative Grandstand Redevelopment Options – Upper Floor Areas (Hodge Collard Preston)



Project: LEEDERVILLE OVAL MASTERPLAN Location: VINCENT STREET, LEEDERVILLE		Drawn: J.C. Checked: M.P. Date: 29/07/2019	Description: PROPOSED INTEGRATED CLUB & MIXED USE B'DG Scale: 1:250 @A1 Date: 03.19 Status: SKZ
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INTERIM ISSUE ONLY  
DATE: 29th JULY 2019



### 7.0 Development Cost

The overall costs for the full Leederville Oval Precinct development are identified below. They are split into three columns related to the short, short & medium, and short, medium & long term development options.

Table 2: Estimated Project Costs (DCWC – Opinion of Probable Costs - OPC)

Element	Short Term Plan	Short & Medium Term Plan	Short, Medium & Long Term Plan
Area 4: East Terracing	\$3,507,510	Same	Same
Area 5: North/South/West Terracing	\$704,110	Same	Same
Area 6: Boulevard link to Oxford St	\$1,190,425	Same	Same
Area 7: Boulevard link to Vincent St	\$2,099,390	Same	Same
Area 9: Vincent St entry	\$1,745,488	Same	Same
Area 10: Football oval & Floodlighting	\$1,705,630	Same	Same
Area 11: Event space	\$1,685,300	Same	Same
Area 1 & 3: EPFC, SFC & WAWFL building *Ground Floor *1st Floor *2 <sup>nd</sup> to 6 <sup>th</sup> Floor Mixed Use Total	N/A	\$7,650,500 \$11,394,500 <u>\$45,920,000</u> \$64,965,000	Same
Area 2: Mixed use building (commercial café / bar) *Ground Floor *1st Floor Total	N/A	\$1,921,950 <u>\$3,969,500</u> \$5,891,450	Same
Area 8: DLGCSI building extension	N/A	\$2,287,000	Same

Element	Short Term Plan	Short & Medium Term Plan	Short, Medium & Long Term Plan
Area 12: Public toilets & extension	N/A	\$3,247,232	\$0
Area 13: Civic precinct redevelopment *New recreation centre *Library & community hub *Civic & childcare extension *Mixed use 5 floor building *Other expenses Total	N/A	N/A	\$36,225,000 \$18,000,000 \$6,987,500 \$50,685,000 <u>\$7,748,675</u> \$119,646,175
Site Clearance, Demolition and External Services	N/A	\$2,166,800	\$7,508,554
<b>Construction Works Sub-Total</b>	<b>\$12,637,853</b>	<b>\$78,557,482</b>	<b>\$127,154,729</b>
Plus Previous Works Completed		\$12,637,853	\$87,948,103
<b>TOTAL CONSTRUCTION WORKS</b>	<b>\$12,637,853</b>	<b>\$91,195,335</b>	<b>\$215,102,832</b>
ESD Technology 1%		\$911,953	\$2,151,028
Design Contingency 8%		\$6,908,047	\$16,294,039
Construction Contingency 5%		\$4,950,767	\$11,677,395
Professional Fees 10%		\$10,396,610	\$24,522,529
<b>INDICATIVE PROJECT BUDGET TOTAL</b>	<b>\$12,637,853</b>	<b>\$114,362,712</b>	<b>\$269,747,823</b>

## 8.0 Management Approach to the Site

There are a variety of management models, to be considered aligning with the approach to sharing and co-locating clubs / user groups within a multi-functional facility. The common management approaches are:

- Management by an Alliance of User Groups / Trust with a Management Board.
- Nominated Club / Organisation / Association under a leasehold arrangement (plus paid staff managing the complete complex under agreement).
- User Groups – Managing their own dedicated sports spaces only and shared use of the oval (plus paid staff managing the complete complex under agreement as is currently the case).
- Sport owned and managed facilities (with Government support).
- Owned and managed by the City of Vincent.
- Other Professional Management Body / Group under contract.

Variations of these could be considered and the strengths and weaknesses of each are dependent on the extent of commercial development, the ability to generate income, capability, capacity, knowledge and the governance structure, which is required to be put in place. A complete redevelopment similar to Claremont Football Club is not supported by partners. The land deal is not recommended but a variation of the innovative approach may have merit. A consideration of this approach will need to be further developed within a subsequent business case, should the master plan be supported.

## 9.0 Key Actions

The Leederville Oval Master Plan to be advertised for public comment with a view to:

- Progressing the long-term vision and overall site concepts with the State Government.
- Incorporating the Leederville Oval concept into the Leederville Activity Centre Plan for combined consultation.
- Continue investigating the AFLW marquee venue opportunity with the AFL and WAFC.



CITY OF VINCENT

# LEEDERVILLE OVAL OPPORTUNITIES

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**Acknowledgement Of Country**

The City of Vincent acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past and present.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.

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## ABOUT LEEDERVILLE OVAL

Leederville Oval is a local and state landmark with amazing potential and the City welcomes opportunities to grow the oval into the future.

Leederville Oval has an extensive football legacy being home to many historic games and legends of the game.

### Benefits at a glance:

- AFL Tier 2 venue
- minutes from central Perth and major roads
- located in short walking distance to two train stations and bus lines
- can accommodate over 9,000 fans
- home to two successful WAFL clubs: Subiaco and East Perth
- nestled in a vibrant town centre
- potential site for a future integrated sports facility and recreation centre with potential mixed use building.









## HISTORY

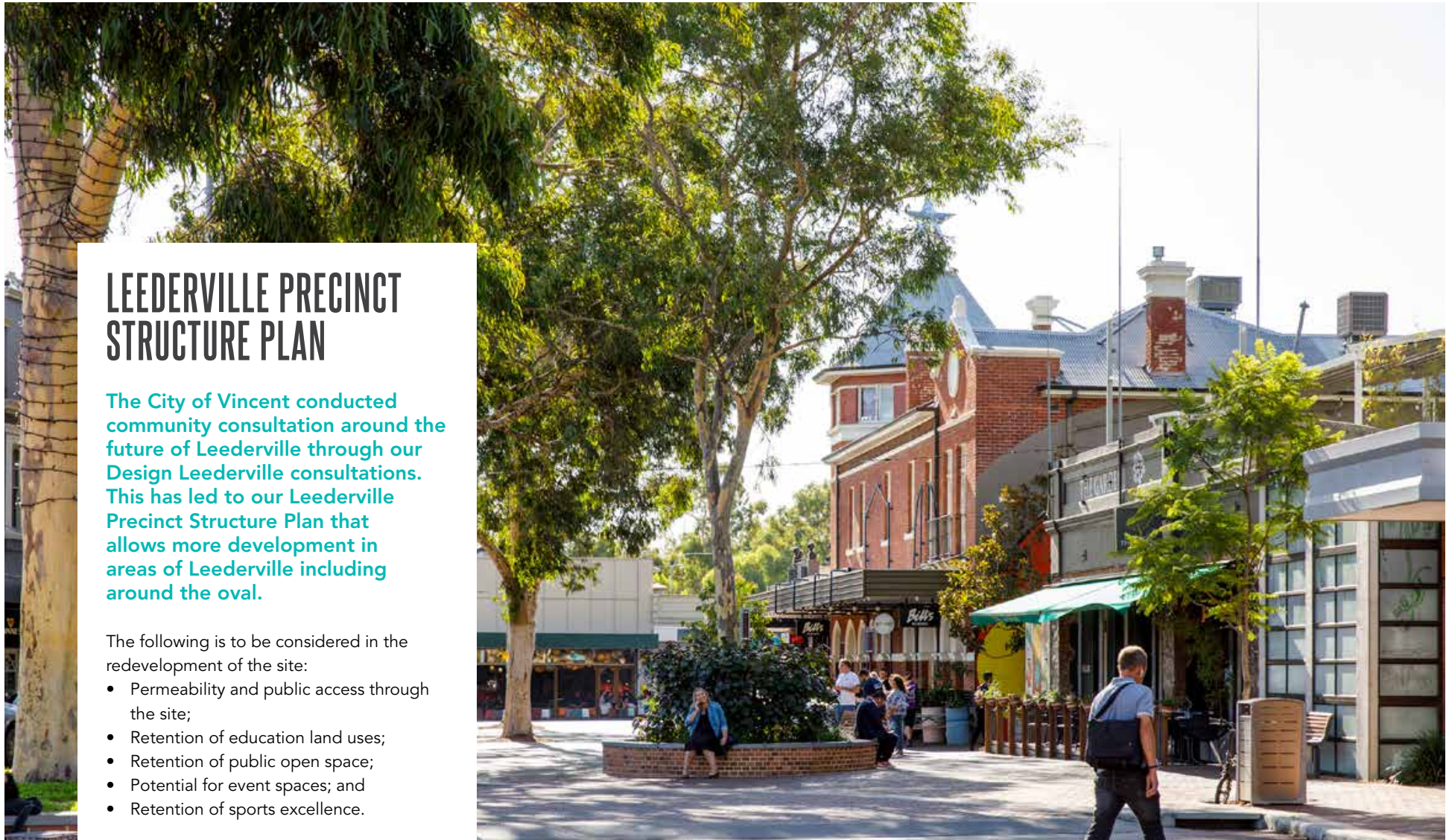
**In 1915 Leederville Oval was developed and a timber and brick grandstand built.**

It opened as the home for West Perth Football Club on 24 July 1915. Works commenced in 1958 to make the stadium a suitable venue for track and field events for the 1962 British Empire and Commonwealth Games. This involved the demolition of the timber part of the former stand and shrouding the brick base with the current structure.

The West Perth Football Club vacated the premises in 1994. In 2003 the East Perth Football Club relocated their headquarters to Leederville Oval, to be joined in 2004 by the Subiaco Football Club.

Leederville Oval is arguably the home of Football in Western Australia





## LEEDERVILLE PRECINCT STRUCTURE PLAN

The City of Vincent conducted community consultation around the future of Leederville through our Design Leederville consultations. This has led to our Leederville Precinct Structure Plan that allows more development in areas of Leederville including around the oval.

The following is to be considered in the redevelopment of the site:

- Permeability and public access through the site;
- Retention of education land uses;
- Retention of public open space;
- Potential for event spaces; and
- Retention of sports excellence.

# GETTING TO THE GAME

## Public transport

Leederville and West Leederville train stations are a short stroll from the oval, with buses also stopping on Loftus Street.

## The path to the game

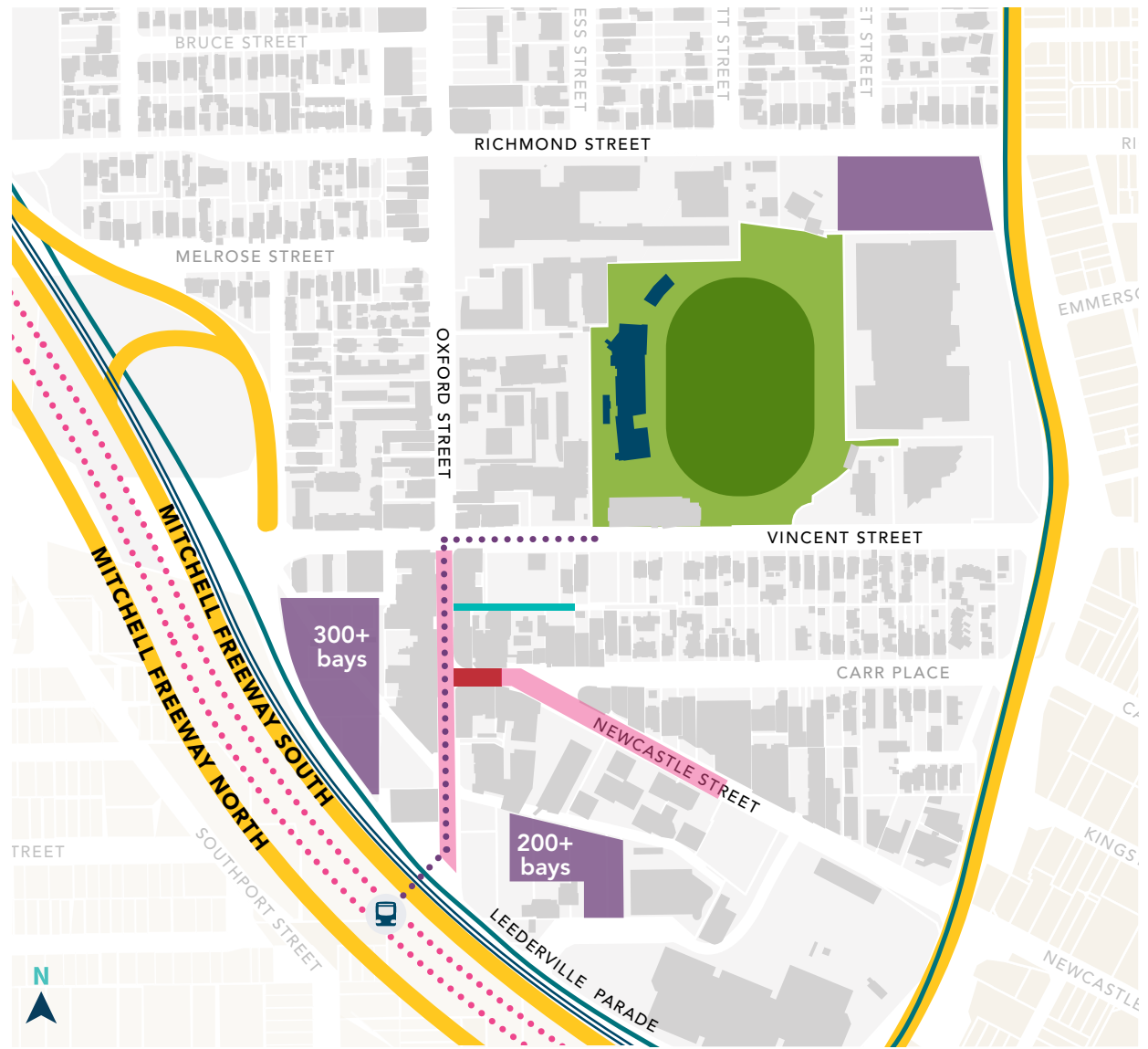
Nearby Oxford Street and Newcastle Street are a bustling urban hub with retail and hospitality opportunities along the strip.

The way to the oval is through the heart of Leederville, making the stroll a pleasant one.

## Parking

There are significant parking areas in Leederville for those who choose to come by car.

-  LEEDERVILLE TOWN CENTRE BOUNDARY
-  MAJOR ROADS
-  PRINCIPLE SHARED PATHWAY
-  MANDURAH – BUTLER TRAINLINE
-  LEEDERVILLE TRAIN STATION
-  LEEDERVILLE VILLAGE SQUARE
-  URBAN HUB
-  LEEDERVILLE LANEWAY
-  700M WALK FROM TRAIN STATION TO THE OVAL
-  CITY OWNED PARKING







## KEY ISSUES & OPPORTUNITIES

### ISSUES:

- Lack of permeability and not welcoming from the outside.
- Car parking should not exist on the site.
- Site is underutilised but work needs to be done to define exactly what spaces are underutilised.
- Should not just be about cost but should also consider shared space.
- Topographical issues between the low and high parts of Leederville.

### OPPORTUNITIES:

- Connectivity and the interface to greater Leederville is critical.
- Continue Scarborough Beach Road/ Greene Street intersection bikeway.
- Access point through NM TAFE – SIDE and Oxford Foyer (Currently a SIDE car park).
- An interactive space and having art/ sculptures that can change over time.
- Recognise wetland belonging to the Noongar people.
- Convert grandstand into mixed use development.
- Space for children and families.



## DEVELOPMENT PRINCIPLES

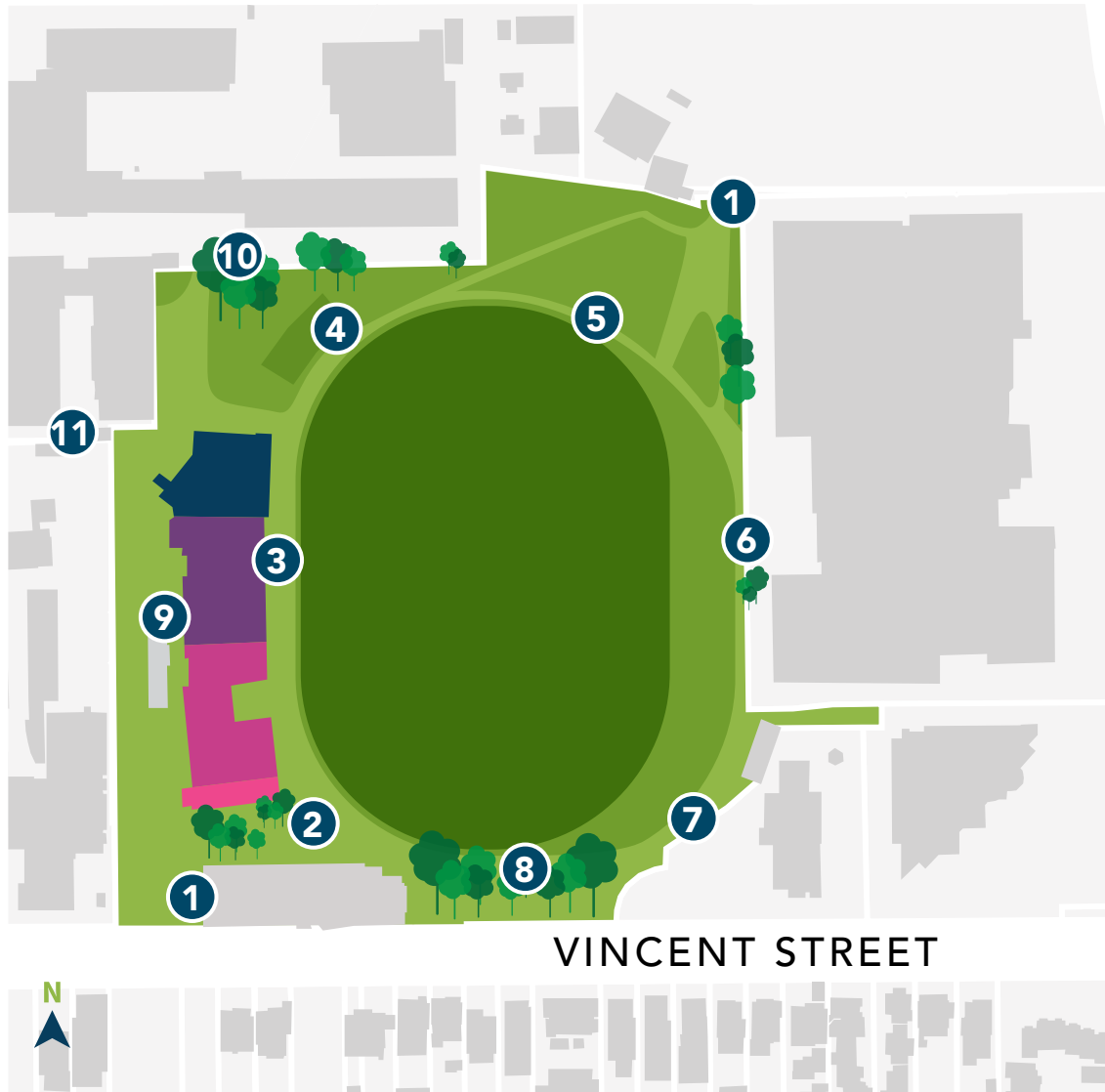
1. Provide a permanent home to the **East Perth** and **Subiaco** WAFL clubs.
2. Provide a training, development and competition base for both the **WAFL** and **WAWFL**.
3. Provide **commercial opportunities** on the site to support sporting infrastructure.
4. Address **substandard infrastructure** through staged re-development.
5. **Collocation** of sporting infrastructure.
6. Effective management of **asset management**, repairs and renewals.
7. The site should accommodate small, medium and large **community events**.
8. Improve **public interface**.
9. Increase profile of the site for **marketability and accessibility**.
10. Develop **partnerships** to activate the oval and infrastructure including with the DLGSC, Loftus Recreation Centre and TAFE.
11. Integrate masterplan with **Leederville Activity Centre Structure Plan**.
12. Enhanced **spectator and game day activities**

## KEY DIRECTIONS

1. **Relationships:** Agree a shared approach with neighbouring users.
2. **Commercial Opportunities:** Incorporate shared use and commercial/mixed use areas.
3. **Integrated Development:** Shared space with DLGSC and other sports and integration of boundary.
4. **Alternative Sporting Use:** Explore potential softball and baseball infrastructure.
5. **Capacity of the Oval:** Potential phase of future development.
6. **Ageing Infrastructure:** Redevelop and rationalise the existing buildings on site.
7. **Car Parking:** Provide more efficient use of the car parking area.
8. **Site Utilisation:** Dual use path improvements and activation nodes.
9. **Shade Infrastructure:** Integration of shade with a re-aligned eastern banking.
10. **Public Art:** Incorporated within the development.
11. **Youth Infrastructure:** Street furniture within and adjacent to the shared path and activity nodes.
12. **Spectator Banking:** Redesign and redevelop the banking areas.
13. **Security:** Maintain security whilst permitting access to play areas.
14. **Pedestrian Use:** Signage and site entry statements are to be identified.
15. **Toilet Blocks:** Remove and integrated within a new development.







## THE KEY AREAS

- 1 New Entry Statement
- 2 Bridged Link
- 3 Grandstand Redevelopment
- 4 Redevelopment Area
- 5 Baseball or Family Area
- 6 Public Interface
- 7 Shade & Play
- 8 Public Entrance
- 9 Parkland & Boulevard
- 10 Cycle Connection
- 11 Boulevard



# LONG TERM RE-ALIGNMENT

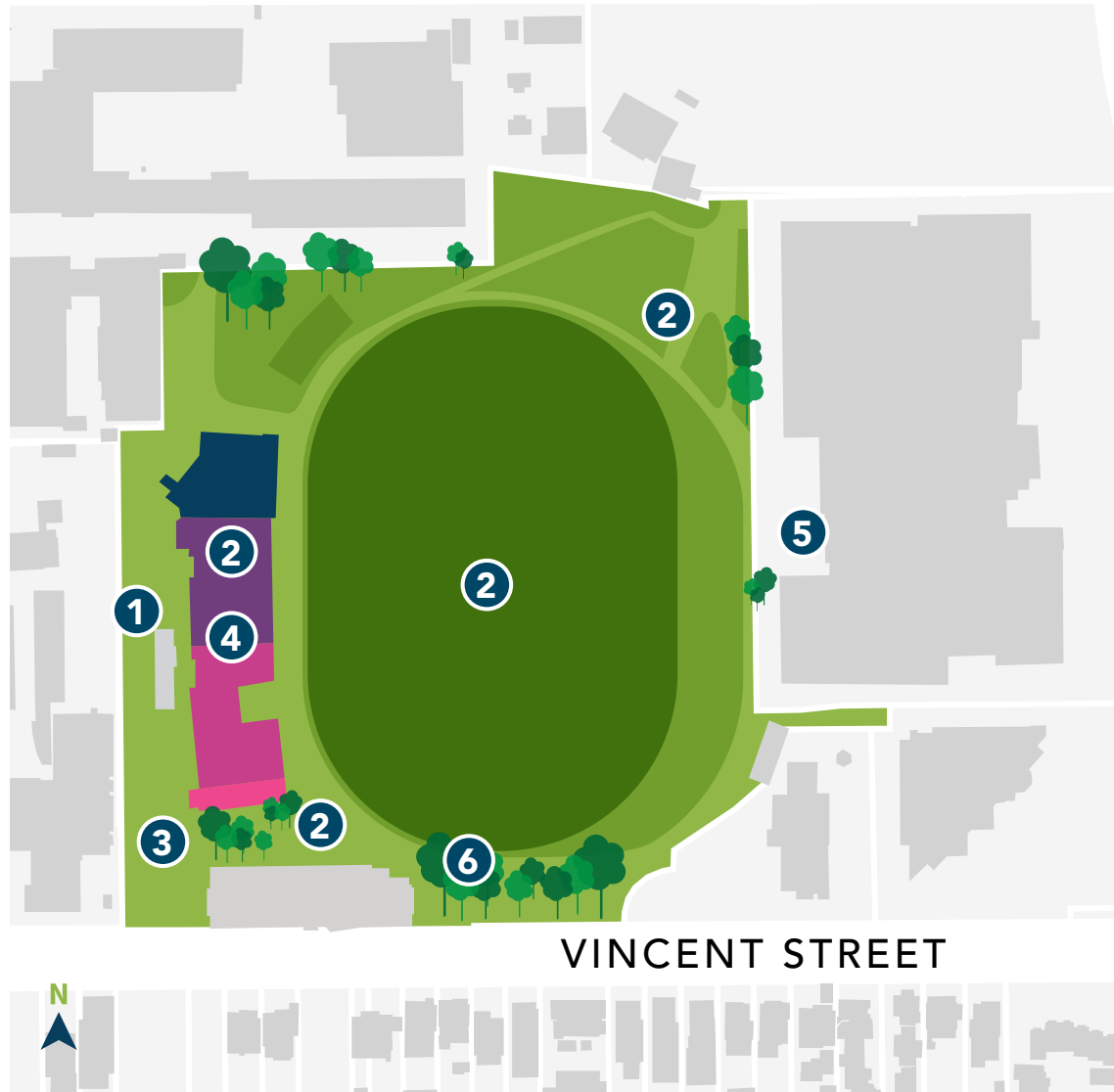
## FOOTBALL & EVENT FOCUS, AFLW & INCREASING ACCESS



# FOOTBALL & EVENTS

## AFLW & INCREASING ACCESS





## OVAL OPPORTUNITIES

### Development Opportunities

Around the oval – 6–10 storeys and range of land uses.

- 1 Opportunity to recognise wetland belonging to the Noongar people
- 2 Access and permeability opportunities
- 3 Shade and Play
- 4 Grandstand redevelopment
- 5 Redevelopment opportunity
- 6 Event space opportunity or redevelopment opportunity





## NEEDS

WA Football Commission Strategic Facilities Plan 2020 – 2030 and the draft Leederville Oval Master Plan has identified Leederville Oval as a genuine AFL Tier 2 Venue that could regularly host of AFLW and AFL Pre-Season matches.

Upgrading facilities at the Oval could lead to more night games, night training and more opportunities for women’s football matches.

### Immediate needs are lighting and turf renewals.

#### Lighting


The floodlights at Leederville Oval are in a poor state and require renewal.

The City applied for a Nights Lights grant application with the DLGSC. The preferred lighting option recommended by the City was LED 500 LUX with an estimated total project cost of \$1,032,750 (ex gst). The City received funding for the 250 lux option which is not suitable for AFLW, WAFLW or WAFL games.


#### Turf renewals

The turf is in need of replacement, especially if the oval were to see increased activity.


The **poor surface** at Leederville Oval has led to WAFLW matches moving away from the venue and has been deemed unsuitable for AFL Hub training




**Match standard lighting** will allow clubs to integrate WAFLW fixtures into their standard match day, elevating female football to equal with the equivalent men's fixtures



Hosting regular **Night Footy** will increase club hospitality capability and support local businesses to recover from COVID-19 quicker



**Lighting and surface upgrades** will provide greater flexibility and capacity to access the turf, allowing Subiaco FC & East Perth FC to activate the venue for Auskick, Community Football and other activities to drive district connection



## LEEDERVILLE OVAL PROJECT OVERVIEW

500 lux LED Lighting Installation (5 new poles) **\$1,032,750**

Full Surface Redevelopment 500mm of material **\$1,509,690**

State Funding Request **\$2,500,000**







City of Vincent welcomes the opportunity to discuss this exciting proposal with you.

David MacLennan | Chief Executive Officer

T: 08 273 6002

E: david.maclennan@vincent.wa.gov.au



CITY OF VINCENT

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**5.6 REVIEW OF THE CITY'S CORPORATE RISK REGISTER**

- Attachments:
1. Corporate Risk Register 2023 (clean) [↓](#) 
  2. Corporate Risk Register 2023 (tracked) [↓](#) 
  3. Risk Appetite and Tolerance Statements [↓](#) 

**RECOMMENDATION:**

That the Audit Committee recommends to Council that it:

1. RECEIVES the City's Corporate Risk Register as at Attachment 1; and
2. NOTES the status of risk management actions for the high and extreme risks.

**COMMITTEE DECISION ITEM 5.6**

**Moved: Mr Araj, Seconded: Mr Goy**

That the recommendation be adopted.

**CARRIED (4-0)**

**For:** Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**(Cr Alexander departed the Meeting and did not vote.)**



# Corporate Risk Register

Controls Rating Table		
Level	Descriptor	Description
FE	Fully Effective	Controls are adequate, appropriate and fully effective. Overall control environment provides reasonable assurance that the risk is being managed. Control objectives are being met and no improvements to controls have been identified.
A	Adequate	A few specific control weaknesses noted however the overall control environment is adequate, appropriate and effective. Certain controls may require improvement to ensure that the overall environment will continue to operate effectively.
I	Inadequate	Numerous specific controls weaknesses or gaps were noted. Overall control environment is not adequate or effective and fails to provide reasonable assurance that risks are being managed and control objectives are being met. The control environment needs improvement.

**Risk Management Policy**

Risk Identification		Assessment of Residual Risk			Control Rating	Risk Management Action (RMA)	RMA due date	Risk Owner	Assessment of Post RMA Risk			Control Rating	Assurances available	Last Updated		
Risk Category	Risk Description	Comment	Existing Controls	Consequence Rating					Likelihood Rating	Overall Rating	Consequence Rating				Likelihood Rating	Overall Rating
<b>Finance, Procurement and Contracts</b>																
Supplier / contract management	There is a risk that inappropriate contract management in respect to initiation and management of contract with suppliers may result in the City's interests not being protected or the contract terms not being filed resulting in financial losses to the City	Contract initiation controls are strong. Contract management controls need more work.	1. Contract management framework 2. Contract register recording all contracts over \$50k 3. Updated CoV contract templates reviewed by a legal firm in place, use WALGA contract templates 4. Regular training in contract management provided to all staff 5. Contract management controls to be monitored through audits 6. Contract management support and guidance provided by experienced procurement and contracts team.	3	2	Medium	A	Develop an audit process to monitor the use and effectiveness of the contract management framework, contract templates.	TBA	Council (report to Audit Committee)	3	2	Medium	A	Monitoring of contracts register and procurement processes ongoing	05/01/2023
Major project management	Large number of projects, limited resources and ineffective management of projects resulting in financial losses and potentially poor project outcomes for the City		New project management framework and project prioritisation in place, but in early stage of adoption.	2	3	Medium	I	1. Continue implementation of framework - Ongoing 2. Staff training on implementing framework - Complete 3. Ensuring timely reporting and accountability by staff - Ongoing 4. Ongoing prioritisation of existing projects. New CBP has identified 20 strategic projects. These will be reported on monthly internally and quarterly to Council 5. Continue to monitor and report on projects that are off track and over budget - ongoing.	Ongoing	Council (report to Audit Committee)	2	3	Medium	A	Regular reporting to Council and Audit	09/01/2023
Financial stability, sustainability & reporting	Poor financial and management reporting regime leads to ineffective financial management and results in insufficient resources to operate the City effectively		The City has improved its financial and management reporting. There is a better understanding of funded and unfunded projects. Strategies for revenue generation are in place or planned.	2	2	Low	A	1. Annual update of LTFP - Ongoing 2. Improvement to monthly financial and management reporting and compliance with DLGSC recommended financial ratios - Ongoing 3. Financial sustainability assessed as part of the development of the City's strategic priorities and masterplans. - Ongoing	Ongoing	Council (report to Audit Committee)	2	2	Low	A	Regular reporting to Council and Audit	09/01/2023
<b>Asset, sustainability and environment management</b>																
Inadequate asset management	Inadequate asset management, including accountabilities, controls, framework, accountability and inadequate systems to record and interrogate data to inform Asset renewal programs. Will result in poor asset management outcomes - financial loss and reputational damage	Event - asset failure impact - financial losses, reputational damage	Council have endorsed the Asset Management and Sustainability Strategy (AMSS) Asset Prioritisation (Buildings) Implementation Plan - AMSS is on track for delivery in April 2023. Dedicated asset team is being established to guide delivery of the AMSS. Using alternative systems such as spreadsheets, Paywise Annual review of asset renewal plans regular engagement with internal and external stakeholders	4	4	High	I	1. Develop an asset management strategy 2. Increase resource to implement the actions contained in the asset management strategy 3. Allocate additional financial resource for renewal of assets in the capital works program and operational budget Determine what asset management strategy is appropriate and implement it	early 2023	Council (report to Audit Committee)	4	3	High	I		09/01/2023
Asbestos management	Inadequate framework to manage the risk in respect to asbestos on City owned or managed land, or land adjoining this, will leave the City vulnerable to staff and community harm resulting in financial loss and reputational damage		LGIS has prepared an asbestos register, and has developed an asbestos management framework in accordance with the legal advice received.	3	3	Medium	I	1. Finalise and implement the asbestos management framework, and communicate to staff. 2. Develop actions based on gaps identified in framework.	Ongoing	CEO (report to EMC)	3	3	Medium	A		09/01/2023
Aging / unsafe assets (Leederville Oval grandstand)	Emerging safety risk associated with Leederville Oval grandstand - buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	Essential maintenance is carried out, budget permitting. Electrical switchboards have been upgraded and regular compliance audits scheduled. Grandstand has been inspected and is noted as structurally sound, minor works are scheduled to reinstate wall brick ties to support grandstand columns. Grandstand roof requires replacement and is waiting engineer certification on design specifications.	3	3	Medium	A	1. Develop an Asset Management Strategy to inform schedule for maintenance / upgrades required, and prioritise for assets. 2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income. 3. Grandstand repair works to improve structural integrity - securing wall ties. 4. Replacement of grandstand roof works are being scoped and budgeted for in 2022/2023.	Aug-22	CEO (report to EMC)	3	2	Medium	A		09/01/2023

Aging / unsafe assets (Beatty Park grandstand)	Emerging safety risk associated with Beatty Park grandstand, as buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	Essential maintenance is carried out, budget permitting. Money allocated in 2020/21 budget for essential works at Beatty Park Grandstand.	3	3	Medium	A	schedule for maintenance / upgrades required, and prioritise for assets. 2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income. 3. Beatty Park 2062 Option Project will identify future use and upgrade options and costs.	FY2023	CEO (report to EMC)	3	3	Medium	A	09/01/2023	
Aging / unsafe assets (Litts Stadium grandstand and buildings)	Emerging safety risk associated with Litts Stadium grandstand and buildings, as buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	Grandstand scheduled for demolition and redevelopment mid 2023	3	3	Medium	A	1. Develop an Asset Management Strategy to inform schedule for maintenance / upgrades required, and prioritise for assets. 2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income.	FY2023	CEO (report to EMC)	3	3	Medium	A	09/01/2023	
Service delivery - 'Industry Education and Enforcement' Health Services	Failure to provide public health assurances relating to food safety at Vincent's food businesses; and patron safety in public buildings and lodging houses.	The risk may have reputational and public health implications.	Regulated business assessment frequencies tracked and reported. New and amended business applications prioritised and completed within adequate timeframe. Record management effective. Introduction of electronic assessment system, improved outcomes and tracking of trends possible.	3	3	Medium	I	Proposed tender for 3rd party contractor to undertake routine food safety, public building and lodging house site assessments.	Jun-23	CEO (report to EMC)	2	2	Low	A	25/01/2023	
Management of Vincent Underground Power Project (VUPP)	Failure to adequately manage the community engagement and financial management of payment obligations to Western Power to be recouped from the impacted property owners	This risk has significant financial implications As project co-owner, the City shares project risks with Western Power.	1. Underground Power Reserve created. 2. Strong financial processes in place. 3. Competent finance and communications teams working closely with project manager. 4. Strong collaboration with Western Power. 5. Western Power project management is well organised. 6. Project manager appointed and sound project governance established. 7. Adhering to CoV project management methodology.	3	3	Medium		1. Develop and implement Financial Plan to include detailed financial modelling, determination of services charges, cash-flow management, and adequate financial reserves 2. Develop and implement Community Engagement Plan 3. Monitor and manage project delivery	2023	CEO (report to EMC)	2	3	Medium	A	1. Regular reporting to Project Board and EMC 2. Funding Agreement for each project area subject to Council approval	10/01/2023
<b>OH&amp;S, employment practices</b>																
Safety and security practices for staff	Staff working alone, after C4hours works, accessing building sites and/or private property, negative interaction with members of the community. Lack of comprehensive risk management in respect to safety practices leads to a lack of understanding of the appropriate training needs and potentially inadequate action against risks.	Note that this risk depends on behaviour of public - which City can not control. So remains medium risk. The City ensures lone working is kept to a minimum.	Staff training, patron education, emergency equipment provision and safety audits. Follow working alone procedures, toolbox weekly for handover, vehicle handover and audit of PPE, GPS monitoring enabled enforcement and communication devices including body cams where determined high risk. Regular reporting of incidents to foster safety awareness culture	2	4	Medium	A	1. Review of safety management plan and systems 2. Identify high risk positions 3. Identify gaps in OH&S procedures 4. Refer to OH&S Committee 5. Improve safety culture (encourage employees to report hazards and incidents	ongoing	Council (report to Audit Committee)	2	4	Medium	A	31/01/2023	
<b>Business service disruption</b>																
Disaster Recovery Plan & Business Continuity Management for Beatty Park Leisure Centre	Building or pool failure leading to an unexpected closure of part or whole of facility may lead to not meeting shareholder expectations and experiencing financial losses.		Asset audits, maintenance programs in place and reviewed regularly, communication strategies for any shutdowns  note that Medium risk as plant failure can still occur despite strategies	3	3	Medium	A	1. Locate/create BCP for Beatty Park 2. Develop an asset plan and incorporate into short and long term budgets 3. Complete audit of assets 4. Create and implement a Plan for maintenance including finalising all contracts and agreements and reviewing as per the procurement policy	2022/23	CEO (report to EMC)	3	3	Medium	A	16/12/2022	
Emergency Management (interagency)	Ineffective collaboration with agencies results in a poor relationship and ineffective cooperation regarding emergency management leading to impact of extended service outages, worsened disaster outcomes	Ensure adequate coverage and City officers/representatives attend training sessions and run desk top exercises. Ensure contact lists are reviewed and updated.	Local emergency management arrangements are in place with City of Perth and Western Central Councils LEMC's.  Regular monitoring of EM Local Recovery Plans and EM strategies are ongoing.	2	3	Medium	A	1. Provide additional training for relevant staff members and community agencies. 2. Working towards implementation of exercises with WC LEMC 3. Exercises with WC-LEMC and CoP LEMC are to be conducted during the 2022/23 period. A desktop exercise is planned for 30th June 2022 testing LEMC's Local Emergency Recovery plans. 4. Conduct 4 desktop exercises per year - ongoing	1-3 July 2022 4-ongoing	CEO (report to EMC)	2	3	Medium	A	Audit of arrangements and the number of desktop exercises per year, and ensuring any Staff turnover is accounted for	31/01/2023
Cyber Security	The City suffers a material breach of Information Security through ineffective protocols and processes	This is trending as an escalating risk in many organisations	Ongoing improvements being made to: system controls; information access processes; staff awareness and training The City's ongoing work with Office of Auditor General provides a comprehensive annual review and report of the City's cyber security controls	3	4	High	A	1. Staff awareness training being introduced; 2. The City will introduce sensitivity labelling, data loss protection and also review its processes to minimise the collection and storage of personal information 3. ongoing review and improvement; internal penetration testing program will commence in 2023	Ongoing	Council (report to Audit Committee)	3	3	Medium	A	annual OAG audit; Cyber security insurance with LGIS	31/01/2023
COVID-19 pandemic	Disruption to City service delivery, local business and community group operations and staff and community well being	COVID risk management is now more easy to predict in comparison to the early days of the pandemic in 2020	Operational BCP planning has been completed and risk measures have been implemented	2	3	Medium	A	1. Implement risk management controls for each service/ project/ program 2. Continue risk management controls and adapt to changing requirements	Ongoing	Council (report to Audit Committee)	2	3	Medium	A	monitoring COVID infections in the workforce and ensuring an appropriate response.	10/01/2023

Governance, misconduct and fraud																
Corporate governance / legislative compliance	Lack of an effective governance framework and culture, including risk management, leads to complacency in corporate governance, risk management and legislative compliance, potentially resulting in a failure to comply with legislative requirements and poor decision making	Resourcing required to implement actions identified by previous reg 17 review (improvement plan) and implement a compliance calendar, and ongoing monitoring / compliance checks.	1. Governance team undertakes manual checks to ensure legislative compliance and communicated governance principles and legislative requirements are communicated to organisation. 2. Findings and management actions arising from Reg 5 and 17 reviews are tracked and monitored in the City's Audit Log. The Audit Log is reported to Council bimonthly through the Audit Committee. 3. The City's Governance framework defines systems, policies, processes and methodology for ensuring accountability, probity and openness in the conduct of City business. The framework describes the principles and key roles that guide Council in its decision-making and demonstrates to the community the processes which the City uses to achieve its strategic priorities and undertake its service delivery. 4. The City has developed a comprehensive Risk Management Framework providing guidance to the organisations on risk identification, analysis, risk management procedure and responsibility.	3	2	Medium	A	Deliver and implement internal audit plan  Review, update and implement the City's Corporate Compliance Calendar	3 year contact to deliver the IAP  April 2023	CEO (report to EMC)	2	2	Low	A	1.reg 17 review 2. planned internal audit 3. Compliance calendar creates checklist 4. Audit Log is reported to EMC and Council	06/01/2023
Fraud Risk Management	A lack of coordinated approach to identification, mitigation, management and monitoring of fraud, through a fraud risk framework increases the risk of fraud occurring potentially leading to reputational damage, and financial losses	Initial consideration by City has identified following fraud risk areas: 1. Payroll 2. Theft (property / money) 3. Credit card use 4. Procurement (invoices)	A coordinated approach to identification, mitigation, management and monitoring of fraud is now in place and implemented through the Fraud Management Policy and Plan. The Plan is reviewed annually and reported to the Council through the Audit Committee  Online training programs for Fraud Awareness and Accountable and Ethical Decision-making (AEDM) have been developed and implemented in accordance with the Fraud Management Plan.  Training should also form part of induction and performance review processes	3	3	Medium	A	1. Testing for fraud will form part of the internal audit plan, and random checks will be undertaken by procurement. 2. Online training programs for Fraud Awareness and Accountable and Ethical Decision-making (AEDM) to form part of induction and performance review processes 3. Regular staff assessment surveys to be developed and circulated to ensure learnings from integrity training are embedded - Ongoing 4. Requirement to assess the City's existing internal controls against examples of public sector fraud is underway. An annual pressure testing program is proposed for development. Examples of pressure tests include desktop review of case studies, process walk-throughs and data analysis.	1 subject to IAP schedule  2. June 2023  3ongoing  4 March 2023	Council (report to Audit Committee)	3	2	Medium	A	Audit Log is reported to EMC and Council; random checks on transactions, inventory and processes (e.g. HR and payroll)	06/01/2023
Complex land management / maintenance requirements	Management and maintenance of City controlled land within the Swan River Foreshore, Aboriginal Heritage Sites and Development Control Areas	Urgent remedial path works at Banks Reserve undertaken in Feb 2019, no s 18 consent obtained. Caution issued by DPLH, may result in reputational damage, and if further non-compliances occur that could adversely impact relationship with DPLH	Process outlined in Promapp: - 'Development/work on land containing an Aboriginal Heritage Site'; and - Development/work on City owned or managed land when relevant to works / management of land within the Swan River Foreshore, Development Control Area or Aboriginal Heritage Site.	3	3	Medium	A	Discuss process and requirements with DPLH, DBCA and other relevant government agencies to ensure compliance ahead of any works.	ongoing	CEO (report to EMC)	3	3	Medium	A	Annual review of process.	20/01/2022
Non-compliance with drafting requirements for local laws	Additional administrative time and costs associated with redrafting of local laws to meet legislative requirements for local laws (Local Government Property Local Law, Parking Local Law and Animal Local Law occurring	Joint Standing Committee on Delegated Legislation found issues in the Local Govt Property Local Law 2021 and requested undertakings, resulting in the City needing to adopt an amendment local law within a limited time frame.	Department of Local Government's guidelines and WALGA templates	4	2	Medium	A	1. Discuss drafting further with Department, to ensure drafting meets Joint Standing Committee's requirements  2. Seek legal advice ahead of Gazetting local laws when necessary.	ongoing	CEO (report to EMC)	3	2	Medium	A		20/01/2022



# Corporate Risk Register

Controls Rating Table		
Level	Descriptor	Description
FE	Fully Effective	Controls are adequate, appropriate and fully effective. Overall control environment provides reasonable assurance that the risk is being managed. Control objectives are being met and no improvements to controls have been identified.
A	Adequate	A few specific control weaknesses noted however the overall control environment is adequate, appropriate and effective. Certain controls may require improvement to ensure that the overall environment will continue to operate effectively.
I	Inadequate	Numerous specific controls weaknesses or gaps were noted. Overall control environment is not adequate or effective and fails to provide reasonable assurance that risks are being managed and control objectives are being met. The control environment needs improvement.

**Risk Management Policy**

Risk Identification		Assessment of Residual Risk			Control Rating	Risk Management Action (RMA)	RMA due date	Risk Owner	Assessment of Post RMA Risk			Control Rating	Assurances available	Last Updated		
Risk Category	Risk Description	Comment	Existing Controls	Consequence Rating					Likelihood Rating	Overall Rating	Consequence Rating				Likelihood Rating	Overall Rating
<b>Finance, Procurement and Contracts</b>																
Supplier / contract management	There is a risk that inappropriate contract management in respect to initiation and management of contract with suppliers may result in the City's interests not being protected or the contract terms not being filed resulting in financial losses to the City	Contract initiation controls are strong. Contract management controls need more work.	<p>1. <u>Contract management framework</u></p> <p>2. <u>Contract register recording all contracts over \$50k</u></p> <p>3. <u>Updated CoV contract templates reviewed by a legal firm in place, use WALGA contract templates</u></p> <p>4. <u>Regular training in contract management provided to all staff</u></p> <p>5. <u>Contract management controls to be monitored through audits</u></p> <p>6. <u>Contract management support and guidance provided by experienced procurement and contracts team.</u></p>	3	2	Medium	A	<p>1. <u>Develop contract management framework, train staff in use and communicate - Complete</u></p> <p>2. <u>Develop contract register - consultant currently preparing - Complete</u></p> <p>3. <u>Update the contract template / use WALGA / AS templates - Complete</u></p> <p>4. <u>Monitor compliance with the framework and use of templates - Complete</u></p> <p>5. <u>Contract management controls to be monitored through audits - Ongoing</u></p> <p>6. <u>Contract management controls to be monitored through audits - Ongoing</u></p> <p>Develop an audit process to monitor the use and effectiveness of the contract management framework, contract templates.</p>	TBA	Council (report to Audit Committee)	3	2	Medium	A	Monitoring of contracts register and procurement processes ongoing	05/01/2023
Major project management	Large number of projects, limited resources and ineffective management of projects resulting in financial losses and potentially poor project outcomes for the City		New project management framework and project prioritisation in place, but in early stage of adoption.	2	3	Medium	I	<p>1. Continue implementation of framework - Ongoing</p> <p>2. Staff training on implementing framework - Complete</p> <p>3. Ensuring timely reporting and accountability by staff - Ongoing</p> <p>4. Ongoing prioritisation of existing projects. New CBP has identified 26 strategic projects. These will be reported on monthly internally and quarterly to Council</p> <p>5. Continue to monitor and report on projects that are off track and over budget - ongoing.</p>	Ongoing	Council (report to Audit Committee)	2	3	Medium	A	Regular reporting to Council and Audit	09/01/2023
Financial stability, sustainability & reporting	Poor financial and management reporting regime leads to ineffective financial management and results in insufficient resources to operate the City effectively		The City has improved its financial and management reporting. <u>Now have there is a better understanding of funded and unfunded projects and how this impacts the LTFR and beyond and an updated LTFR.</u> Strategies for revenue generation are in place or planned.	2	2	Low	A	<p>1. <u>Developing an accurate and updated LTFR which will be adopted by Council - Complete Annual update of LTFR - Ongoing</u></p> <p>2. <u>Will commence comprehensive monthly reporting covering backflow management as well as relevant financial metrics - Complete Improvement to monthly financial and management reporting and compliance with DLGSC recommended financial ratios - Ongoing</u></p> <p>3. <u>Will assess Financial sustainability assessed as part of the development of the City's strategic priorities and masterplans. Complete - Ongoing</u></p>	Ongoing	Council (report to Audit Committee)	2	2	Low	A	Regular reporting to Council and Audit	09/01/2023
<b>Asset, sustainability and environment management</b>																
Inadequate asset management	Inadequate asset management, including accountabilities, controls, framework, accountability and inadequate systems to record and interrogate data to inform Asset renewal programs. Will result in poor asset management outcomes - financial loss and reputational damage	Event - asset failure impact - financial losses, reputational damage	Council have endorsed the Asset Management and Sustainability Strategy (AMSS) Asset Prioritisation (Buildings) Implementation Plan - AMSS is on track for delivery in <u>April 2023</u> . Dedicated <u>asset team is being established</u> to guide delivery of the AMSS. Using alternative systems such as spreadsheets, Paywise Annual review of asset renewal plans regular engagement with internal and external stakeholders	4	4	High	I	<p>1. Develop an asset management strategy</p> <p>2. Increase resource to implement the actions contained in the asset management strategy</p> <p>3. Allocate additional financial resource for renewal of assets in the capital works program and operational budget</p> <p>Determine what asset management strategy is appropriate and implement it</p>	early 2023	Council (report to Audit Committee)	4	3	High	I	09/01/2023	
Asbestos management	Inadequate framework to manage the risk in respect to asbestos on City owned or managed land, or land adjoining this, will leave the City vulnerable to staff and community harm resulting in financial loss and reputational damage		LGIS has prepared an asbestos register, and has developed an asbestos management framework in accordance with the legal advice received.	3	3	Medium	I	<p>1. Finalise and implement the asbestos management framework, and communicate to staff.</p> <p>2. Develop actions based on gaps identified in framework.</p>	Ongoing	CEO (report to EMC)	3	3	Medium	A	09/01/2023	
Aging / unsafe assets (Leederville Oval grandstand)	Emerging safety risk associated with Leederville Oval grandstand - buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	Essential maintenance is carried out, budget permitting. <u>\$3,000 is allocated in 2024 budget for essential electrical works - Electrical switchboards have been upgraded and regular compliance audits scheduled. Grandstand has been inspected and is noted as structurally sound, minor works are scheduled to restate wall brick ties to support grandstand columns. Grandstand roof requires replacement and is waiting engineer certification on design specifications.</u>	3	3	Medium	A	<p>1. Develop an Asset Management Strategy to inform schedule for maintenance / upgrades required, and prioritise for assets.</p> <p>2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income.</p> <p>3. <u>Grandstand repair works to improve structural integrity, securing wall ties.</u></p> <p>4. <u>Replacement of grandstand roof works are being scoped, and budgeted for in 2022/2023.</u></p>	Aug-22	CEO (report to EMC)	3	2	Medium	A	09/01/2023	

Aging / unsafe assets (Beatty Park grandstand)	Emerging safety risk associated with Beatty Park grandstand, as buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	Essential maintenance is carried out, budget permitting. Money allocated in 2020/21 budget for essential works at Beatty Park Grandstand.	3	3	Medium	A	schedule for maintenance / upgrades required, and prioritise for assets. 2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income. 3. Beatty Park 2062 Option Project will identify future use and upgrade options and costs.	FY2023	CEO (report to EMC)	3	3	Medium	A	09/01/2023	
Aging / unsafe assets (Litts Stadium grandstand and buildings)	Emerging safety risk associated with Litts Stadium grandstand and buildings, as buildings have electrical and structural issues and will require significant capital work in future to ensure they remain safe.	This risk has significant financial implications.	<u>Essential maintenance is carried out, budget permitting. Grandstand and some buildings proposed for demolition. Grandstand scheduled for demolition and redevelopment mid 2023.</u>	3	3	Medium	A	1. Develop an Asset Management Strategy to inform schedule for maintenance / upgrades required, and prioritise for assets. 2. If capital work is not undertaken it may be necessary for buildings to be left vacant, which results in a loss of rental income.	FY2023	CEO (report to EMC)	3	3	Medium	A	09/01/2023	
Service delivery - 'Industry Education and Enforcement' Health Services	<u>Failure to provide public health assurances relating to food safety at Vincent's food businesses, and patron safety in public buildings and lodging houses.</u>	<u>This risk may have reputational and public health implications.</u>	<u>Regulated business assessment frequencies tracked and reported. New and amended business applications prioritised and completed within adequate timeframe. Record management effective. Introduction of electronic assessment system, improved outcomes and tracking of trends possible.</u>	3	3	Medium	I	<u>Proposed tender for 3rd party contractor to undertake routine food safety, public building and lodging house site assessments.</u>	Jun-23	CEO (report to EMC)	2	2	Low	A	25/01/2023	
Management of Vincent Underground Power Project (VUPP)	Failure to adequately manage the community engagement and financial management of payment obligations to Western Power to be recouped from the impacted property owners	This risk has significant financial implications As project co-owner, the City shares project risks with Western Power.	<u>1. Underground Power Reserve created.</u> <u>2. Strong financial processes in place.</u> <u>3. Competent finance and communications teams working closely with project manager.</u> <u>4. Strong collaboration with Western Power.</u> <u>5. Western Power project management is well organised.</u> <u>6. Project manager appointed and sound project governance established.</u> <u>7. Adhering to CoV project management methodology.</u>	3	3	Medium		<u>1. Appoint project manager and establish sound project governance</u> 1. Develop and implement Financial Plan to include detailed financial modelling, determination of services charges, cash-flow management, and adequate financial reserves 2. Develop and implement Community Engagement Plan <u>4. Work in close partnership with Western Power on project delivery</u> 3. Monitor and manage project delivery	2023	CEO (report to EMC)	2	3	Medium	A	1. Regular reporting to Project Board and EMC 2. Funding Agreement for each project area subject to Council approval	10/01/2023
<b>OH&amp;S, employment practices</b>																
Safety and security practices for staff	Staff working alone, after C4hours works, accessing building sites and/or private property, negative interaction with members of the community. Lack of comprehensive risk management in respect to safety practices leads to a lack of understanding of the appropriate training needs and potentially inadequate action against risks.	Note that this risk depends on behaviour of public - which City can no control. So remains medium risk. <u>The City ensures lone working is kept to a minimum.</u>	Staff training, patron education, emergency equipment provision and safety audits. Follow working alone procedures, toolbox weekly for handover, vehicle handover and audit of PPE, GPS monitoring enabled enforcement and communication devices <u>including body cams where determined high risk.</u> Regular reporting of incidents to foster safety awareness culture	2	4	Medium	A	1. Review of safety management plan and systems 2. Identify high risk positions 3. Identify gaps in OH&S procedures 4. Refer to OH&S Committee 5. Improve safety culture (encourage employees to report hazards and incidents)	ongoing	Council (report to Audit Committee)	2	4	Medium	A	31/01/2023	
<b>Business service disruption</b>																
Disaster Recovery Plan & Business Continuity Management for Beatty Park Leisure Centre	Building or pool failure leading to an unexpected closure of part or whole of facility may lead to not meeting shareholder expectations and experiencing financial losses.		Asset audits, maintenance programs in place and reviewed regularly, communication strategies for any shutdowns  note that Medium risk as plant failure can still occur despite strategies	3	3	Medium	A	1. Locate/create BCP for Beatty Park 2. Develop an asset plan and incorporate into short and long term budgets 3. <u>Complete audit of assets.</u> 4. <u>Create and implement a Plan for maintenance including finalising all contracts and agreements and reviewing as per the procurement policy</u>	2022/23	CEO (report to EMC)	3	3	Medium	A	16/12/2022	
Emergency Management (interagency)	Ineffective collaboration with agencies results in a poor relationship and ineffective cooperation regarding emergency management leading to impact of extended service outages, worsened disaster outcomes	<u>Ensure adequate coverage and City officers/representatives attend training sessions and run desk top exercises. Ensure contact lists are reviewed and updated.</u>	Local emergency management arrangements are in place with City of Perth and Western Central Councils LEMC's.  Regular monitoring of EM local Recovery Plans and EM strategies are ongoing.	2	3	Medium	A	1. Provide additional training for relevant staff members and community agencies. 2. Working towards implementation of exercises with WC LEMC 3. Exercises with WC-LEMC and CoP LEMC are to be conducted during the 2022/23 period. A desktop exercise is planned for 30th June 2022 testing LEMA's Local Emergency Recovery plans. 4. Conduct 4 desktop exercises per year - ongoing	1-3 July 2022 4-ongoing	CEO (report to EMC)	2	3	Medium	A	<u>Audit of arrangements, and the number of desktop exercises per year, and ensuring any Staff turnover is accounted for</u>	31/01/2023
Cyber Security	The City suffers a material breach of Information Security through ineffective protocols and processes	This is trending as an escalating risk in many organisations	Ongoing improvements being made to: system controls; information access processes; staff awareness and training The City's ongoing work with Office of Auditor General provides a comprehensive annual review and report of the City's cyber security controls	3	4	High	A	1. Staff awareness training being introduced. 2. The City will introduce <u>positivity labelling</u> data loss protection and also review its processes to minimise the collection and storage of personal information 3. ongoing review and improvement; internal penetration testing program will commence in 2023	Ongoing	Council (report to Audit Committee)	3	3	Medium	A	annual OAG audit; Cyber security insurance with LGIS	31/01/2023
COVID-19 pandemic	Disruption to City service delivery, local business and community group operations and staff and community well being	COVID risk management is now more easy to predict in comparison to the early days of the pandemic in 2020	Operational BCP planning has been completed and risk measures have been implemented	2	3	Medium	A	1. Implement risk management controls for each service/ project/ program 2. Continue risk management controls and adapt to changing requirements	Ongoing	Council (report to Audit Committee)	2	3	Medium	A	monitoring COVID infections in the workforce and ensuring an appropriate response.	10/01/2023

Governance, misconduct and fraud																
Corporate governance / legislative compliance	Lack of an effective governance framework and culture, including risk management, leads to complacency in corporate governance, risk management and legislative compliance, potentially resulting in a failure to comply with legislative requirements and poor decision making	Resourcing required to implement actions identified by previous reg 17 review (improvement plan) and implement a compliance calendar, and ongoing monitoring / compliance checks.	1. Governance team undertakes manual checks to ensure legislative compliance and communicated governance principles and legislative requirements are communicated to organisation. <b>2. Audit Log monitors some financial and audit related risks, and improvements required, and is reported to EMC monthly and to Audit Committee.</b> <b>2. Findings and management actions arising from Reg 5 and 17 reviews are tracked and monitored in the City's Audit Log. The Audit Log is reported to Council bimonthly through the Audit Committee.</b> <b>3. Currently no clear documentation of requirements, policies, processes and methodology for ensuring accountability, probity and openness in the conduct of City business. The framework describes the principles and key roles that guide Council in its decision-making and demonstrates to the community the processes which the City uses to achieve its strategic priorities and undertake its service delivery.</b> <b>4. The City has developed a comprehensive Risk Management Framework providing guidance to the organisations on risk identification, analysis, risk management procedure and responsibility.</b>	3	2	Medium	A	Deliver and implement internal audit plan  <b>Review, update and implement the City's Corporate Compliance Calendar.</b>	3 year contact to deliver the IAP  <b>April 2023</b>	CEO (report to EMC)	2	2	Low	A	1. reg 17 review 2. planned internal audit 3. Compliance calendar creates checklist 4. Audit Log is reported to EMC and Council	<b>06/01/2023</b>
Fraud Risk Management	A lack of coordinated approach to identification, mitigation, management and monitoring of fraud, through a fraud risk framework increases the Risk of fraud occurring potentially leading to reputational damage, and financial losses	Initial consideration by City has identified following fraud risk areas: 1. Payroll 2. Theft (property / money) 3. Credit card use 4. Procurement (invoices)	A coordinated approach to identification, mitigation, management and monitoring of fraud is now in place and implemented through the Fraud Management Policy and Plan. The Plan is reviewed annually and reported to the Council through the Audit Committee  <b>Online training programs for Fraud Awareness and Accountable and Ethical Decision-making (AEDM) have been developed and implemented in accordance with the Fraud Management Plan. Training should also form part of induction and performance review processes.</b>	3	3	Medium	A	1. Testing for fraud will form part of the internal audit plan, and random checks will be undertaken by procurement. <b>2. Online training programs for both Fraud Awareness and Accountable and Ethical Decision-making (AEDM) are to be developed and implemented in accordance with the Fraud Management Plan. Training will form part of induction and performance review processes.</b> <b>2. Online training programs for Fraud Awareness and Accountable and Ethical Decision-making (AEDM) to form part of induction and performance review processes</b> 3. Regular staff assessment surveys to be developed and circulated to ensure learnings from integrity training are embedded - Ongoing <b>4. Requirement to assess the City's existing internal controls against examples of public sector fraud is underway. An annual pressure testing program is proposed for development. Examples of pressure tests include desktop review of case studies, process walk-throughs and data analysis.</b>	1 subject to IAP schedule  <b>2. June 2023</b>  Ongoing  <b>4 March, 2023</b>	Council (report to Audit Committee)	3	2	Medium	A	Audit Log is reported to EMC and Council; random checks on transactions, inventory and processes (e.g. HR and payroll)	<b>06/01/2023</b>
Complex land management / maintenance requirements	Management and maintenance of City controlled land within the Swan River Foreshore, Aboriginal Heritage Sites and Development Control Areas  <b>No formalised approach/ checklist for ensuring compliance with legislation relevant to works / management of land within the Swan River Foreshore, Development Control Areas or Aboriginal Heritage Site.</b>	Urgent remedial path works at Banks Reserve undertaken in Feb 2019, no s 18 consent obtained. Caution issued by DPLH, may result in reputational damage, and if further non-compliances occur that could adversely impact relationship with DPLH	Process outlined in <b>Promapp</b> , <b>City's Development/work on land containing an Aboriginal Heritage Site; and</b> <b>Development/work on City owned or managed land</b> <b>Promapp checklist</b> when relevant to works / management of land within the Swan River Foreshore, Development Control Area or Aboriginal Heritage Site.	3	3	Medium	A	Discuss process and requirements with DPLH DBCA and other relevant government agencies to ensure compliance ahead of any works.	ongoing	CEO (report to EMC)	3	3	Medium	A	Annual review of process.	<b>20/01/2022</b>
Non-compliance with drafting requirements for local laws	Additional administrative time and costs associated with redrafting of local laws to meet legislative requirements for local laws (Local Government Property Local Law, Parking Local Law and Animal Local Law occurring	Joint Standing Committee on Delegated Legislation found issues in the Local Govt Property Local Law 2021 and requested undertakings, resulting in the City needing to adopt an amendment local law within a limited time frame.	Department of Local Government's guidelines and WALGA templates	4	2	Medium	A	1. Discuss drafting further with Department, to ensure drafting meets Joint Standing Committee's requirements 2. Seek legal advice ahead of Gazetting local laws when necessary.	ongoing	CEO (report to EMC)	3	2	Medium	A		<b>20/01/2022</b>



# RISK APPETITE & TOLERANCE STATEMENTS



## Overall City of Vincent risk appetite statement

The community want us to be a Council and an organisation that is clever, creative, and courageous - willing to push the operational boundaries and willing to think and act as an enabler.

We put this into practice in our everyday work and decision making by understanding and managing the risks in being clever and creative but still taking action to meet our strategic goals.

The City seeks to minimise its exposure to key risks relating to people, financial operational and regulatory and compliance responsibilities, while still taking action. We will ensure appropriate measures to mitigate our risks are in place.

## Detailed Statements and Descriptors

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<b>Financial Sustainability</b>		
<i>Financially Volatile Decisions</i>	The City has a <b>low appetite</b> for risk in decision making that impacts financial volatility and sustainability	These are for those decisions not specifically considered below: Based on risk consequence criteria - Risk of loss in excess of \$100,000 (0.035% - 0.17% of operating budget)
<i>Decisions causing Budget Deficiency</i>	The City has a <b>low tolerance</b> for decisions or actions that result in material deficiency in achievement of budgeted: <ul style="list-style-type: none"> <li>- Surplus</li> <li>- Balance sheet ratios</li> <li>- Profit and loss ratios</li> <li>- Rate of return on investments</li> </ul>	Based on risk consequence criteria - Risk of loss or missing budget in excess of \$100,000 (0.035% - 0.17% of operating budget)
<b>Financial Investment &amp; Growth</b>		
<i>Sustainable financial investments</i>	The City has a <b>moderate risk appetite</b> for investments; investments must support strategic initiatives and financial sustainability. Investments must be aligned with the values and principles of the City.	Investments need to be in line with the City’s Corporate Business Plan and Strategic Community Plan.

# RISK APPETITE & TOLERANCE STATEMENTS



Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>Forwards, hedges, and derivatives</i>	The City has <b>no tolerance</b> for investments in forwards, hedges, and derivatives.	Organisations often use financial instruments to manage the risk in commodity and foreign currency. These can be very risky if not appropriately utilised; and the City has chosen not to use these instruments.
<i>Debt for growth</i>	The City has a <b>moderate appetite</b> to take on risk to fund growth.	This ties into the investment appetite; however specifically considers the use of debt funding. Based on the consequence table, a moderate risk would be in the vicinity \$100,001 to \$250,000 (0.17% - 0.43% of operating budget).
<p><i>Specific ratios -</i></p> <p><i>No specific rating given as these are set parameters that the City has determined that it must operate within. Ratios (and thresholds) are determined by the State Government.</i></p>	<ul style="list-style-type: none"> <li>• The City’s debt to service ratio must always be above 5.</li> <li>• Total Liabilities are <b>never</b> to exceed Total Assets</li> <li>• Proposals supporting debt funding <b>must</b> be supported by a cash flow analysis that is financially sustainable</li> </ul>	<p>The debt to service ratio measures the City’s ability to pay its debt. It is calculated by the annual operating surplus (before depreciation and interest), divided by the debt service cost, and is currently 5.092.</p> <p>Financial sustainability for debt funding will need to consider:</p> <ul style="list-style-type: none"> <li>• Free cash flow for monthly, capital or balloon payments</li> <li>• Interest cover - refer above for the level of financial risk acceptable</li> <li>• Cost of not undertaking project - i.e., repairs and maintenance of the current solution</li> <li>• Future cost of new project once implemented - i.e., for a community centre, insurance, licences etc</li> </ul>
<b>Business collaboration</b>		
<i>Commercially viable collaboration</i>	The City has a <b>moderate risk appetite</b> to being more commercially adept and to explore avenues to identify cost efficiency drivers, collaboration with business partners to deliver on objectives through commercially viable arrangements and partnerships.	Within the boundaries of the appetite stated above in respect to investments being within the City’s Corporate plans and strategies, the City is willing to consider proposals to use partnerships and contracts to facilitate meeting the City’s objectives, where consistent with legislative requirements ( <i>Local Government Act 1995</i> ). Suggestions would include using outside service providers to deliver current services provided by the City more efficiently, i.e., Waste Collection; or working

# RISK APPETITE & TOLERANCE STATEMENTS



Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<p><i>3<sup>rd</sup> party Partner (Contractor) failure</i></p>	<p>The City has a <b>low risk appetite</b> for third party partner (contractors) failure.</p>	<p>collaboratively with an Arts organisation to set up a festival. Other projects may include working with developers.</p> <p>The City utilises many outside organisations in delivering on its mandate. This low appetite means that even minor or insignificant breaches in contracts or delays in delivery of products and services will be taken seriously. Accordingly, third party risk must be considered before entering into any contract, including reputation of third party, financial viability, audit clauses etc.</p>
<p><b>Procurement</b></p>		
<p><i>Procurement failure</i></p>	<p>The City has a <b>low risk appetite</b> for procurement failures that lead to poor value for money or financial loss, poor quality of service; incorrect or substandard products or delayed delivery; wastage of funds or services.</p> <p>The City has <b>zero tolerance</b> for procurement decisions that endanger our staff and community.</p>	<p>This ties into the above point; and thereby requires appropriate procedures in the procurement process to ensure the required outcomes for the City and appropriate enquiry and planning prior to purchases. Note, appropriate delegations must exist to support this.</p> <p>Procurement decision making must consider the risk of injury or harm to the staff &amp; community of Vincent. An example of this would be allowing the Beatty Park pool to use unregulated or unauthorised chemicals.</p>
<p><b>Asset &amp; Environment management &amp; sustainability</b></p>		
<p><i>Environmentally dangerous activity</i></p>	<p>The City supports investments, activities and developments that result in a sustainable future for our community while meeting the current needs of our residents.</p> <p>It recognises that this may at times involve accepting some degree of risk and is comfortable with this, subject to always ensuring that potential benefits and risks are fully understood before planning is approved and that appropriate measures to mitigate risk are established.</p>	<p>There is often a payoff. Proposals need to consider the risks and rewards based on the promises made to the community. This has been envisaged with the City’s Project Management Framework implementation and future actions.</p>

# RISK APPETITE & TOLERANCE STATEMENTS



Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>Ecologically sustainable decisions</i>	The City has a high risk appetite for ecologically sustainable decisions	Activities that favour environmentally conscious actions will more likely be approved than those that don't. Furthermore, the City will act swiftly against actions that are detrimental to the environment.
<i>Resource wastage</i>	The City is committed to protecting and preserving the environment and has a <b>low risk appetite</b> for activities that would significantly degrade the environment and a <b>high risk appetite</b> for decisions that promote ecologically sustainable development. The City has a <b>low risk appetite</b> for irresponsible use of its resources.	
<i>Activities against ratepayer values &amp; ethics</i>	The City has a <b>very low risk appetite</b> for investments and activities that do not align with the City's values.	The City has set its vision, purpose and guiding values based on the interpretation of those of the community it serves. When entering into new projects, investments and proposals, these values must be considered as one of the key consideration sets.
<i>Activities, structures, projects that present health risk for the community</i>	The City has a <b>low risk appetite</b> for activities, structures and projects that threaten the health of its community.	The City is committed to ensuring the health and wellbeing of its residents, this must be considered within the activities, projects, and new builds it approves or invests in. Activities that do not align with this will only be approved in exceptional circumstances. An example might be the approval of a Neo-Nazi festival to occur within the City's park space. A multi residential building with no nearby open space may be another example.
<b>Values and Behaviours</b>		
<i>Behaviour or conduct against City values</i>	The City is an equal opportunity employer that employs skilled and experienced employees in positions with clearly defined roles and responsibilities; it has a <b>low risk appetite</b> for actions and behaviours that threaten the people and organisational capacity.	This sets the City's view on the criticality of its employees and the City culture; accordingly, staff must be selected based on appropriate due diligence and fit for purpose considerations including against the City values. Behaviours and actions of current staff must be measured against their job performance criteria and against the values.
<i>Low individual and team performance</i>	The City places high importance on its values and a culture of integrity in conduct, performance excellence, innovation, equality and diversity, dignity and respect, collegiality, and cultural	Refer above.

# RISK APPETITE & TOLERANCE STATEMENTS



Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
	sensitivity. It has a <b>low risk appetite</b> for behaviour or conduct which does not meet these standards.	
<b>Human Resource</b>	The City has a <b>low risk appetite</b> for human resource risk.	
<i>Lack of Staff feedback &amp; development</i>	The City has a <b>low risk appetite</b> for risk in practices or behaviours that lead to staff not receiving feedback and development; resulting in low staff performance, moral and staff retention.	KPI's need to be developed that ensure that staff performance management is undertaken within certain timeframes and parameters - timely responses and feedback provided, and that retention ratios are considered and acted on were outside norms. Regular surveys will support understanding moral & engagement and to understand what can be done to improve areas.
<i>Behaviour reducing cultural diversity &amp; awareness</i>	The City has a <b>low risk appetite</b> for practices and behaviours that result in a workforce that is not diverse and culturally aware, be this through recruitment or day to day workplace activities.	Activities and actions to involve and include staff from diverse backgrounds considering culture, age, gender, experience sets etc.
<i>Harm of staff, clients, partners, or visitors</i>	The City has a <b>very low risk appetite</b> for risk in practices or behaviours that lead to the harm of staff, clients, partners, or visitors in its premises or when undertaking work related activities (within its control and responsibility).	The City's continued focus on OH&S matters, staff and contractor induction support this appetite. All new activities and projects should further consider the impact on the City's community.
<i>Breach of code of conduct, ethics, and Law</i>	The City has <b>no appetite</b> for conduct that is unlawful, unethical, or otherwise breaches the Code of Conduct or reflects misconduct / serious misconduct.	
<b>Health and Safety</b>		
<i>Inadequate &amp; untimely reporting of breach &amp; near-miss incidents</i>	The City has a <b>low appetite</b> for health and safety risk, and in particular a <b>very low tolerance</b> for inadequate or untimely remedy and reporting of breach incidents, or near misses.	The City's continued focus on OH&S matters, staff and contractor induction support this risk.
<i>Negligent &amp; deliberate violations of health &amp; safety requirements</i>	The City has <b>no tolerance</b> for negligent, deliberate, or purposeful violations of health and safety requirements.	

# RISK APPETITE & TOLERANCE STATEMENTS



Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<b>Business Service</b>	The City acknowledges that in order to be innovative and nimble that some degree of risk taking is inevitable, however these risks must be considered in light of maintaining continuity of services to our stakeholders.	See below
<i>Disruption to the operation of the business</i>	The City has a very <b>low tolerance</b> for risks that may result in disruption to the operation of the business. Including loss of statutory services, operational continuity, loss, or lack of documentation of corporate knowledge. These risks will be mitigated and controlled to where the cost of control is equal to the marginal cost of the risk.	Interruption to services has been included in the Consequence criteria. A very low tolerance would be considered where <i>“Failure of assets / disruption which results in inconvenience but no material service interruption (resolved within one day).”</i> So, where there is a disruption, for example the phone lines are down, then a solution needs to be found within one day. The cost of this control must also be considered in the action sought.
<i>Loss or lack of documentation of corporate knowledge</i>	The City has a very <b>low risk tolerance</b> for loss or lack of documentation of corporate knowledge.	In order for the City to continue to provide services to its stakeholders to the degree required, the City must continue to maintain adequate systems and processes that support maintenance of all corporate knowledge.
<b>Governance</b>	The City is committed to best practice governance and practices and behaviours that support ethical, consistent, and informed decision making, compliance with legislation, regulation and internal and external reporting requirements.	
<i>Breaches in regulations, professional standards, and ethics</i>	The City has a <b>very low risk appetite</b> for any breaches in regulations, professional standards, and ethics.	There is a low, but not zero appetite for breaches. An example would be the submission of a BAS late due to resource constraints within the City. See specific examples below
<i>Bribery or Fraud</i>	The City has <b>no tolerance</b> for bribery or fraud.	The City will investigate all allegations and take action to the full extent of its capacity.
<i>Less than better practice for Governance, Due diligence, Accountability and Sustainability</i>	The City has a <b>low risk tolerance</b> for less than better practice decision making for governance, due diligence, accountability, and sustainability, as measured by accepted industry standards and practices.	

# RISK APPETITE & TOLERANCE STATEMENTS



Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>A breach in Delegated Authority</i>	The City has a <b>very low risk tolerance</b> for breach in delegated authority.	
<i>Poor Project or Change Management</i>	The City has <b>low risk tolerance</b> for incidents or impacts which are generated by poor project management or change management practices.	The risk consequence level will need to be considered.
<b>Information &amp; Systems management</b>		
<i>Compromising information, its management, security, and storage</i>	The City has a <b>very low appetite</b> for the compromise of processes governing the integrity of, and access to, information; the use of information, its management, security, and storage.	The City wishes to keep the information it has custody of, safe, secure, and uncompromised. Accordingly, it requires appropriate governance, a framework and processes in place for managing this risk.
<i>Information management and Security risk</i>	The City of Vincent has <b>very low appetite</b> for information management and security risk.	
<i>Internal or External threats to private information</i>	The City has <b>no appetite</b> for threats to private information arising from internal breaches or external malicious attacks.	
<i>Deliberate misuse of information</i>	The City has <b>no appetite</b> for the deliberate misuse of information.	
<i>Breaches of the Code of Conduct</i>	The City has <b>no appetite</b> for repeat breaches of the Code of Conduct.	
<i>Safe &amp; approved Systems Development</i>	The City has a <b>moderate risk appetite</b> for systems development and changes where it is within the approved strategy, budget, and plans; and appropriate safeguards are installed.	Systems development always comes with an inherent risk factor, accordingly there must be an acknowledgement that for changes to occur some risk must be taken, however appropriate project plans and procedures should be in place to manage this risk.
<b>Community Services</b>	The City seeks to create a connected community where the City's residents can interact with the built environment and nature to	



# RISK APPETITE & TOLERANCE STATEMENTS



Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
	create a vibrant and inclusive place to live, work and play. The City recognises that its purpose is tied to the needs and expectations of its community and in particular the rate payers. In order to meet these needs a certain level of collaboration and co-operation with these stakeholders is beneficial and necessary.	
<i>Community Engagement and Increased Participation</i>	The City has a <b>high appetite</b> for risks that will drive strong community engagement and increased participation.	The City wishes to match its community desire for high levels of engagement, and this is acknowledged to come with more risk. An example is the BMX track, which was highly desired by the community, but has associated risks.
<i>Constructive Community Consultation</i>	The City has a <b>high risk appetite</b> to engage in community consultation to deliver on our strategic objectives. This collaboration cannot be to the detriment of ensuring an efficient and effective decision-making process in the spirit of sustainability and achievement of objectives. (See sustainability above)	This point was important in driving the high engagement and participation in delivery of the City’s objectives. But this should not be used as a lever to hinder progress or unnecessarily delay decision making.
<i>Activity risking long-term values or reputation of Council</i>	The City has <b>zero risk appetite</b> in any activity that will put its long-term values or reputation at risk.	
<i>Failure to meet customer commitments and/or provide appropriate advice and address regulatory concerns</i>	The City has a <b>very low risk appetite</b> for operational risks arising from failure to meet customer commitments and/or appropriateness of advice.	The City must provide appropriate advice to stakeholders and meet its commitments.  The City will promptly take action to address ratepayer/customer complaints and regulatory concerns.
<i>Negotiate with Regulators, State &amp; Federal Government Agencies</i>	The City has a <b>high risk appetite</b> to consult and negotiate with regulators, State & Federal Government Agencies to achieve the City’s objectives.	
<i>Leasing of Community Facilities</i>	The City has a <b>moderate risk appetite</b> for financial loss in respect to the use of the City’s community facilities provided the use is: <ul style="list-style-type: none"> <li>• in the community interest</li> <li>• satisfies a recognised community purpose</li> </ul>	This is to ensure we are considering the needs of our community together with the financial impacts of decision making.

# RISK APPETITE & TOLERANCE STATEMENTS



Strategic Risks & Categories
<p><b>Finance, procurement &amp; contracts</b></p> <p>Risks relating to ensuring reliability and timeliness of financial and other information; as well as ensuring the financial sustainability and viability of the City. Risk of failures in the City’s procurement and contract engagement and management processes resulting in business loss or disruption.</p>
<p><b>Asset Management &amp; sustainability, environment management</b></p> <p>Risks associated with investing in, developing and maintaining the City’s infrastructure to ensure reliability and to meet its Vision and strategy. Risk of the City’s current activities compromising the ability for the future residents meeting their needs. This refers to social and environmental needs. Consideration of both physical and investment actions.</p>
<p><b>OH&amp;S, employment practices</b></p> <p>Risks relating to strategies and systems to maintain a workforce and partnerships that are productive, safe, and diverse as well as an effective and accountable organisational environment. Risks include workforce capability and capaCity, including staff, volunteers, contractors, and subcontractors.</p>
<p><b>Business service disruption:</b></p> <p>Risks or events that could cause disruption to services or operations; and/or impair or enhance the delivery of the program or project on time and within budget, or the quality of its outcomes; events that could lead to damage to your reputation, assets or compromise the security of sensitive information.</p>
<p><b>Governance, misconduct &amp; fraud:</b></p> <p>Risks resulting in failure to meet regulatory, compliance and accountability requirements; inadequate or unclear definition of roles and responsibilities; lack of effective and transparent decision-making processes; inadequate control and procedural frameworks; the robustness of any third-party systems and processes.</p>
<p><b>Information &amp; systems management:</b></p> <p>Risks that jeopardise information being authentic, appropriately classified, properly secured, and managed in accordance with legislative and operating requirements. Technology solutions must support strong internal control processes and the development of robust system and process solutions for the management and protection of information assets; and align technology, systems, processes and culture with business strategy and goals.</p>
<p><b>Community services:</b></p> <p>Risks or events that hinder the City’s ability to meet the current and changing expectations of the ratepayers and community; including ratepayers’/customers’ expectations of providing efficient, considerate, and cost-effective services; building positive and collaborative relationships and outcomes for the City.</p>

**5.7 LOCAL GOVERNMENT STATUTORY COMPLIANCE AUDIT RETURN 2022**

Attachments: 1. City of Vincent Compliance Audit Return 2022 [↓](#) 

**RECOMMENDATION:**

That the Audit Committee RECOMMENDS that Council adopts the Local Government Statutory Compliance Audit Return for the period 1 January 2022 to 31 December 2022.

**COMMITTEE DECISION ITEM 5.7**

**Moved: Mr Goy, Seconded: Cr Gontaszewski**

That the recommendation be adopted.

**CARRIED (4-0)**

**For:** Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**(Cr Alexander departed the Meeting and did not vote.)**

Department of Local Government, Sport and Cultural Industries - Compliance Audit Return



Department of  
Local Government, Sport  
and Cultural Industries

**Vincent - Compliance Audit Return 2022**

<b>Commercial Enterprises by Local Governments</b>					
<b>No</b>	<b>Reference</b>	<b>Question</b>	<b>Response</b>	<b>Comments</b>	<b>Respondent</b>
1	s3.59(2)(a) F&G Regs 7,9,10	Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2022?	N/A	No major trading undertaking entered into.	A/Executive Manager Corporate Strategy and Governance
2	s3.59(2)(b) F&G Regs 7,8A, 8, 10	Has the local government prepared a business plan for each major land transaction that was not exempt in 2022?	N/A	No major land transaction entered into.	A/Executive Manager Corporate Strategy and Governance
3	s3.59(2)(c) F&G Regs 7,8A, 8,10	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2022?	N/A	No major land transaction entered into.	A/Executive Manager Corporate Strategy and Governance
4	s3.59(4)	Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2022?	N/A	No major land transaction or major trading undertaking entered into.	A/Executive Manager Corporate Strategy and Governance
5	s3.59(5)	During 2022, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A	No major land transaction or major trading undertaking entered into.	A/Executive Manager Corporate Strategy and Governance

Department of Local Government, Sport and Cultural Industries - Compliance Audit Return



Department of  
Local Government, Sport  
and Cultural Industries

**Vincent - Compliance Audit Return 2022**

<b>Delegation of Power/Duty</b>					
<b>No</b>	<b>Reference</b>	<b>Question</b>	<b>Response</b>	<b>Comments</b>	<b>Respondent</b>
1	s5.16	Were all delegations to committees resolved by absolute majority?	Yes	Delegation to the Behaviour Complaints Committee was resolved by AMV at the Ordinary Council Meeting 14/12/2021 - Item 9.15 and reviewed and adopted by AMV 17/05/2022 OMC - Item 12.1.	Governance Projects Officer
2	s5.16	Were all delegations to committees in writing?	Yes	See <a href="#">Register of Delegations, Authorisations &amp; Appointments</a> and Council Minutes 14/12/2021 - both available the City's website Ref D21/229940 & D21/116714	Governance Projects Officer
3	s5.17	Were all delegations to committees within the limits specified in section 5.17?	Yes	See <a href="#">Register of Delegations, Authorisations &amp; Appointments</a> and Council Minutes 14/12/2021 - both available the City's website Ref D21/229940 & D21/116714	Governance Projects Officer
4	s5.18	Were all delegations to committees recorded in a register of delegations?	Yes	See comment above	Governance Projects Officer
5	s5.18	Has council reviewed delegations to its committees in the 2021/2022 financial year?	Yes	Annual review undertaken by Council see minutes of OMC 17/05/2022 OMC - 12.1 minutes.	Governance Projects Officer
6	s5.42(1) & s5.43 Admin Reg 18G	Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Act?	Yes	See Register of Delegations, Authorisations & Appointments available as a public document on the City's website.	Governance Projects Officer
7	s5.42(1)	Were all delegations to the CEO resolved by an absolute majority?	Yes	See minutes of OMC 17/05/2022 OMC - 12.1 minutes.	Governance Projects Officer
8	s5.42(2)	Were all delegations to the CEO in writing?	Yes	Provided in the Register of Delegations, Authorisations and Appointments available as a public document on the City's website.	Governance Projects Officer

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Department of Local Government, Sport and Cultural Industries - Compliance Audit Return



Department of  
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9	s5.44(2)	Were all delegations by the CEO to any employee in writing?	Yes	Individual Certificates are provided and saved in SC279 Also provided in the Register of Delegations, Authorisations and Appointments available as a public document on the City's website.	Governance Projects Officer
10	s5.16(3)(b) & s5.45(1)(b)	Were all decisions by the council to amend or revoke a delegation made by absolute majority?	Yes	All amendments are noted in Revisions at the end of the Register of Delegations, Authorisations and Appointments	Governance Projects Officer
11	s5.46(1)	Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?	Yes	See Register of Delegations, Authorisations & Appointments available as a public document on the City's website.	Governance Projects Officer
12	s5.46(2)	Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2021/2022 financial year?	Yes	Annual review undertaken by administration 24/03/2022 D22/50860 & D22/41677 proposed amendments approved at by Council at OMC 17/05/2022 – Item 12.1.	Governance Projects Officer
13	s5.46(3) Admin Reg 19	Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Admin Reg 19?	Yes	Saved to the City's central record keeping system (Content Manager).	Governance Projects Officer

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Disclosure of Interest					
No	Reference	Question	Response	Comments	Respondent
1	s5.67	Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?	Yes	Minutes <a href="https://www.vincent.wa.gov.au/council/council-committees/council-meetings/past-and-upcoming-meetings/2022-meetings.aspx">https://www.vincent.wa.gov.au/council/council-committees/council-meetings/past-and-upcoming-meetings/2022-meetings.aspx</a>	Council Liaison Officer
2	s5.68(2) & s5.69(5) Admin Reg 21A	Were all decisions regarding participation approval, including the extent of participation allowed and, where relevant, the information required by Admin Reg 21A, recorded in the minutes of the relevant council or committee meeting?	Yes	Minutes <a href="https://www.vincent.wa.gov.au/council/council-committees/council-meetings/past-and-upcoming-meetings/2022-meetings.aspx">https://www.vincent.wa.gov.au/council/council-committees/council-meetings/past-and-upcoming-meetings/2022-meetings.aspx</a>	Council Liaison Officer
3	s5.73	Were disclosures under section sections 5.65, 5.70 or 5.71A(3) recorded in the minutes of the meeting at which the disclosures were made?	Yes	Minutes <a href="https://www.vincent.wa.gov.au/council/council-committees/council-meetings/past-and-upcoming-meetings/2022-meetings.aspx">https://www.vincent.wa.gov.au/council/council-committees/council-meetings/past-and-upcoming-meetings/2022-meetings.aspx</a>	Council Liaison Officer
4	s5.75 Admin Reg 22, Form 2	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	Yes	Register of Financial Interest - Primary and Annual Returns - D20/130156. The City also publishes a list of Council Members and Employees (by position) that lodged a primary return and annual return for each financial year. This is available on the Council registers page on the City's website	Governance Projects Officer
5	s5.76 Admin Reg 23, Form 3	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2022?	Yes	Document reference numbers for all returns are available in the Register of Financial Interest - Primary and Annual Returns D20/130156	Governance Projects Officer
6	s5.77	On receipt of a primary or annual return, did the CEO, or the mayor/president, give written acknowledgment of having received the return?	Yes	Document reference numbers for all acknowledgements are available in the Register of Financial Interest - Primary and Annual Returns D20/130156	Governance Projects Officer
7	s5.88(1) & (2)(a)	Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76?	Yes	See Register of Financial Interest - Primary and Annual Returns - D20/130156. The City also publishes a list of Council Members and Employees (by position) that lodged a primary return and annual return for each financial year. This is available on the Council registers page on the City's website	Governance Projects Officer

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8	s5.88(1) & (2)(b) Admin Reg 28	Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A, in the form prescribed in Admin Reg 28?	Yes	Register of Interests Disclosed at Council Meetings (D16/43908) - available on the Council registers page on the City's website	Governance Projects Officer
9	s5.88(3)	When a person ceased to be a person required to lodge a return under sections 5.75 and 5.76, did the CEO remove from the register all returns relating to that person?	Yes	See Register of Financial Interest - Primary and Annual Returns - D20/130156.	Governance Projects Officer
10	s5.88(4)	Have all returns removed from the register in accordance with section 5.88(3) been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?	Yes	These are saved in SC2692	Governance Projects Officer
11	s5.89A(1), (2) & (3) Admin Reg 28A	Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B, in the form prescribed in Admin Reg 28A?	Yes	See Register of Gifts D19/183319	A/Executive Manager Corporate Strategy and Governance
12	s5.89A(5) & (5A)	Did the CEO publish an up-to-date version of the gift register on the local government's website?	Yes	Located online 'Publicly Available Council Registers'	A/Executive Manager Corporate Strategy and Governance
13	s5.89A(6)	When a person ceases to be a person who is required to make a disclosure under section 5.87A or 5.87B, did the CEO remove from the register all records relating to that person?	Yes	The register is available on the City's website as above	Governance Projects Officer
14	s5.89A(7)	Have copies of all records removed from the register under section 5.89A(6) been kept for a period of at least five years after the person ceases to be a person required to make a disclosure?	Yes	Ref SC279	Governance Projects Officer
15	s5.70(2) & (3)	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?	Yes	D18/192786 Register D22/73971 and D22/21659	Council Liaison Officer
16	s5.71A & s5.71B(5)	Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under s5.71A(1) relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?	N/A	Not required	A/Executive Manager Corporate Strategy and Governance
17	s5.71B(6) & s5.71B(7)	Was any decision made by the Minister under subsection 5.71B(6) recorded in the minutes of the council meeting at which the decision was considered?	N/A	Not required	A/Executive Manager Corporate Strategy and Governance
18	s5.104(1)	Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates within 3 months of the prescribed model code of conduct coming into operation (3 February 2022)?	Yes	At the 23 March 2021 Ordinary Meeting of Council, a new Code of Conduct to be observed by Council Members, Committee Members and Candidates	Governance Projects Officer

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				that incorporates the Model Code was adopted.	
19	s5.104(3) & (4)	Did the local government adopt additional requirements in addition to the model code of conduct? If yes, does it comply with section 5.104(3) and (4)?	Yes	Administration proposed some minor amendments to the Model Code Division 3 (Behaviours) to incorporate behaviours referred to in the 2017 Code. All amendments comply with section 5.104(3) and (4)	Governance Projects Officer
20	s5.104(7)	Has the CEO published an up-to-date version of the adopted code of conduct on the local government's website?	Yes	Located under 'Code of conduct and CEO standards'	Governance Projects Officer
21	s5.51A(1) & (3)	Has the CEO prepared, and implemented a code of conduct to be observed by employees of the local government in accordance with section 5.51A(1) of the Local Government Act 1995?	Yes	The Employee and Contractor Code of Conduct has been developed and implemented by the CEO.  This is available on the City's website	Governance Projects Officer

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<b>Disposal of Property</b>					
<b>No</b>	<b>Reference</b>	<b>Question</b>	<b>Response</b>	<b>Comments</b>	<b>Respondent</b>
1	s3.58(3)	Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) (unless section 3.58(5) applies)?	Yes	Ordinary Council Meeting on 26 July 2022 (item 10.1)	Senior Land and Legal Advisor
2	s3.58(4)	Where the local government disposed of property under section 3.58(3), did it provide details, as prescribed by section 3.58(4), in the required local public notice for each disposal of property?	Yes	See above	Senior Land and Legal Advisor

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<b>Elections</b>					
<b>No</b>	<b>Reference</b>	<b>Question</b>	<b>Response</b>	<b>Comments</b>	<b>Respondent</b>
1	Elect Regs 30G(1) & (2)	Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate?	Yes	No electoral gifts declared.	A/Executive Manager Corporate Strategy and Governance
2	Elect Regs 30G(3) & (4)	Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years?	N/A	No electoral gifts declared.	A/Executive Manager Corporate Strategy and Governance
3	Elect Regs 30G(5) & (6)	Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with Elect Reg 30G(6)?	N/A	No electoral gifts declared. Register published without entry.	A/Executive Manager Corporate Strategy and Governance

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Finance					
No	Reference	Question	Response	Comments	Respondent
1	s7.1A	Has the local government established an audit committee and appointed members by absolute majority in accordance with section 7.1A of the Act?	Yes	Appointment of Council Members and Community Members by Absolute Majority at Ordinary Council meeting 16 November 2021.	A/Executive Manager Corporate Strategy and Governance
2	s7.1B	Where the council delegated to its audit committee any powers or duties under Part 7 of the Act, did it do so by absolute majority?	N/A	No powers have been delegated to Audit Committee.	A/Executive Manager Corporate Strategy and Governance
3	s7.9(1)	Was the auditor's report for the financial year ended 30 June 2022 received by the local government by 31 December 2022?	Yes	Received at the Ordinary Council Meeting held on 13 December 2022	Chief Financial Officer
4	s7.12A(3)	Where the local government determined that matters raised in the auditor's report prepared under s7.9(1) of the Act required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?	Yes	All audit queries have appropriate action items and are monitored and tracked at each Audit Committee	Chief Financial Officer
5	s7.12A(4)(a) & (4)(b)	Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters? Was a copy of the report given to the Minister within three months of the audit report being received by the local government?	N/A	A report to the Minister was not required as no significant matters were reported in the auditor's report	Chief Financial Officer
6	s7.12A(5)	Within 14 days after the local government gave a report to the Minister under s7.12A(4)(b), did the CEO publish a copy of the report on the local government's official website?	N/A	A report to the Minister was not required as no significant matters were reported in the auditor's report	Chief Financial Officer
7	Audit Reg 10(1)	Was the auditor's report for the financial year ending 30 June received by the local government within 30 days of completion of the audit?	Yes	Received at the Ordinary Council Meeting held on 13 December 2022	Chief Financial Officer

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Integrated Planning and Reporting					
No	Reference	Question	Response	Comments	Respondent
1	Admin Reg 19C	Has the local government adopted by absolute majority a strategic community plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	The Strategic Community Plan 2018 - 2028 (SCP) was adopted by AMV at the 16 October 2018 OMC - Item 13.1 - D18/155714. A minor review was undertaken in 2020. The modified SCP was adopted at the 18 August 2020 OMC - Item 9.3 - D20/148041. A major review of the SCP commenced in September 2021 and was approved for advertising at the 13 December 2022 OMC - Item 9.6.	Governance Projects Officer
2	Admin Reg 19DA(1) & (4)	Has the local government adopted by absolute majority a corporate business plan? If Yes, please provide the adoption date or the date of the most recent review in the Comments section?	Yes	The Corporate Business Plan 2022/23 -2025/26 and Four Year Capital Works Program 2022/23 - 2025/26 was adopted by AMV at the 20 September 2022 OMC - Item 12.1 - D23/7606	Governance Projects Officer
3	Admin Reg 19DA(2) & (3)	Does the corporate business plan comply with the requirements of Admin Reg 19DA(2) & (3)?	Yes	The Corporate Business Plan 2021/22 -2024/25 aligns with the legislative requirements	Governance Projects Officer

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<b>Local Government Employees</b>					
<b>No</b>	<b>Reference</b>	<b>Question</b>	<b>Response</b>	<b>Comments</b>	<b>Respondent</b>
1	s5.36(4) & s5.37(3) Admin Reg 18A	Were all CEO and/or senior employee vacancies advertised in accordance with Admin Reg 18A?	N/A	There were no CEO and/or senior employee vacancies advertised in 2022.	A/Executive Manager Corporate Strategy and Governance
2	Admin Reg 18E	Was all information provided in applications for the position of CEO true and accurate?	N/A	There were no CEO and/or senior employee vacancies advertised in 2022.	A/Executive Manager Corporate Strategy and Governance
3	Admin Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the <i>Local Government Act 1995</i> ?	N/A	There were no CEO and/or senior employee vacancies advertised in 2022.	A/Executive Manager Corporate Strategy and Governance
4	s5.37(2)	Did the CEO inform council of each proposal to employ or dismiss senior employee?	N/A	There were no CEO and/or senior employee vacancies advertised in 2022.	A/Executive Manager Corporate Strategy and Governance
5	s5.37(2)	Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?	N/A	There were no CEO and/or senior employee vacancies advertised in 2022.	A/Executive Manager Corporate Strategy and Governance



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Official Conduct					
No	Reference	Question	Response	Comments	Respondent
1	s5.120	Has the local government designated an employee as defined by section 5.37 to be its complaints officer?	Yes	Council appointed the CEO as its complaints officer at the 16 February 2021 OMC - Item 12.4 - D21/24905. At the 14 December 2021 OMC Council delegated by AMV to the CEO the authority to appoint an external Complaints Officer to receive complaints and withdrawal of complaints - Item 9.15 - D21/229940.	Governance Projects Officer
2	s5.121(1) & (2)	Has the complaints officer for the local government maintained a register of complaints which records all complaints that resulted in a finding under section 5.110(2)(a)? Does the complaints register include all information required by section 5.121(2)?	Yes	No complaints received.	A/Executive Manager Corporate Strategy and Governance
3	S5.121(2)	Does the complaints register include all information required by section 5.121(2) of the <i>Local Government Act 1995</i> ?	Yes	Template D16/107330 Refer website document on 'Make a Complaint' page	A/Executive Manager Corporate Strategy and Governance
3	s5.121(3)	Has the CEO published an up-to-date version of the register of the complaints on the local government's official website?	Yes	Available on 'Make a Complaint' page of website.	A/Executive Manager Corporate Strategy and Governance

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Optional Questions					
No	Reference	Question	Response	Comments	Respondent
1	Financial Management Reg 5(2)(c)	Did the CEO review the appropriateness and effectiveness of the local government's financial management systems and procedures in accordance with Financial Management Reg 5(2)(c) within the three years prior to 31 December 2022? If yes, please provide the date of council's resolution to accept the report.	Yes	Audit Committee 1/12/2020 Council 15/12/2020	A/ Executive Director Infrastructure and Environment
2	Audit Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Audit Reg 17 within the three financial years prior to 31 December 2022? If yes, please provide date of council's resolution to accept the report.	Yes	Audit Committee 1/12/2020 Council 15/12/2020	A/ Executive Director Infrastructure and Environment
3	s5.87C	Where a disclosure was made under sections 5.87A or 5.87B, was the disclosure made within 10 days after receipt of the gift? Did the disclosure include the information required by section 5.87C?	Yes		Council Liaison Officer
4	s5.90A(2) & (5)	Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?	Yes	The Attendance at Events policy was adopted by Council at the 23 March 2021 OMC - Item 12.1 - D21/49070	Governance Projects Officer
5	s5.96A(1), (2), (3) & (4)	Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4)?	Yes	This information is available on the City's website	Governance Projects Officer
6	s5.128(1)	Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?	Yes	The Council Members Continuing Professional Development Policy was adopted by Council at the 17 May 2020 OMC - Item 12.6 - D20/105102	Governance Projects Officer
7	s5.127	Did the local government prepare a report on the training completed by council members in the 2021/2022 financial year and publish it on the local government's official website by 31 July 2022?	Yes	This information is available on the City's website	Governance Projects Officer
8	s6.4(3)	By 30 September 2022, did the local government submit to its auditor the balanced accounts and annual financial report for the year ending 30 June 2022?	Yes	The balance accounts and the annual financial report was submitted to the OAG on 30 September 2022	Chief Financial Officer

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9	s.6.2(3)	When adopting the annual budget, did the local government take into account all it's expenditure, revenue and income?	Yes	The City held 6 budget workshops with Council Members, prior to adopting the annual budget on 5 July 2022	Chief Financial Officer
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<b>Tenders for Providing Goods and Services</b>					
<b>No</b>	<b>Reference</b>	<b>Question</b>	<b>Response</b>	<b>Comments</b>	<b>Respondent</b>
1	F&G Reg 11A(1) & (3)	Did the local government comply with its current purchasing policy [adopted under F&G Reg 11A(1) & (3)] in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?	Yes	The City complied with its Purchasing Policy for all procurements valued at \$250,000 or less.	Coordinator Procurement and Contracts
2	s3.57 F&G Reg 11	Subject to F&G Reg 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in F&G Reg 11(1)?	Yes	All procurements worth above \$250,000 were publicly invited as per Regulation 11(1).	Coordinator Procurement and Contracts
3	F&G Regs 11(1), 12(2), 13, & 14(1), (3), and (4)	When regulations 11(1), 12(2) or 13 required tenders to be publicly invited, did the local government invite tenders via Statewide public notice in accordance with F&G Reg 14(3) and (4)?	Yes	All tenders were advertised in the West Australian newspaper, Tenderlink or VendorPanel and on the City of Vincent website.	Coordinator Procurement and Contracts
4	F&G Reg 12	Did the local government comply with F&G Reg 12 when deciding to enter into multiple contracts rather than a single contract?	N/A	The City did not split any contracts into 2 or more contracts to avoid the requirements of regulation 11(1).	Coordinator Procurement and Contracts
5	F&G Reg 14(5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents or each acceptable tenderer notice of the variation?	Yes	Any variation of information was distributed as an addenda notice to all Tenderers via Tenderlink or VendorPanel or emailed directly to tenderers.	Coordinator Procurement and Contracts
6	F&G Regs 15 & 16	Did the local government's procedure for receiving and opening tenders comply with the requirements of F&G Regs 15 and 16?	Yes	All tenders were advertised for a minimum of 14 days or more as required under Regulation 15. Two City officers were always present when tenders were opened.	Coordinator Procurement and Contracts
7	F&G Reg 17	Did the information recorded in the local government's tender register comply with the requirements of F&G Reg 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?	Yes	All information recorded in the tender register complied with Regulation 17. The City's tender register is published on the City's official website and is publicly available.	Coordinator Procurement and Contracts
8	F&G Reg 18(1)	Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?	Yes	The City used Tenderlink and VendorPanel for all tenders. The City no longer accepts hardcopy tenders and Tenderlink and	Coordinator Procurement and Contracts

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				VendorPanel does not allow tender responses to be submitted after the closing time and date.	
9	F&G Reg 18(4)	Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?	Yes	All compliant tenders were evaluated by an evaluation panel and evaluation reports were generated and approved as per the City's Purchasing Policy.	Coordinator Procurement and Contracts
10	F&G Reg 19	Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?	Yes	All tender respondents were notified of the evaluation outcome via a letter sent by email or via the VendorPanel platform.	Coordinator Procurement and Contracts
11	F&G Regs 21 & 22	Did the local government's advertising and expression of interest processes comply with the requirements of F&G Regs 21 and 22?	Yes	All EOIs were advertised above the minimum time allowed under Reg 22 and was advertised in the West Australian newspaper, Tenderlink or VendorPanel and on the City of Vincent website.	Coordinator Procurement and Contracts
12	F&G Reg 23(1) & (2)	Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?	N/A	All EOI responses were submitted at the place and within the time specified in the EOI.	Coordinator Procurement and Contracts
13	F&G Reg 23(3) & (4)	Were all expressions of interest that were not rejected under F&G Reg 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?	Yes	All EOI submissions were evaluated by an approved evaluation panel and shortlisted respondents were approved.	Coordinator Procurement and Contracts
14	F&G Reg 24	Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with F&G Reg 24?	Yes	All EOI respondents were notified of the evaluation outcome via a letter sent by email or via the VendorPanel platform.	Coordinator Procurement and Contracts
15	F&G Regs 24AD(2) & (4) and 24AE	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with F&G Reg 24AD(4) and 24AE?	N/A	The City did not establish any panel of pre-qualified suppliers.	Coordinator Procurement and Contracts
16	F&G Reg 24AD(6)	If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?	N/A	The City did not establish any panel of pre-qualified suppliers.	Coordinator Procurement and Contracts
17	F&G Reg 24AF	Did the local government's procedure for receiving and opening applications to join a panel of pre-qualified suppliers comply with the requirements of F&G Reg 16, as if the reference in that regulation to a tender were a reference to a pre-qualified supplier panel application?	N/A	The City did not establish any panel of pre-qualified suppliers.	Coordinator Procurement and Contracts

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18	F&G Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of F&G Reg 24AG?	N/A	The City did not establish any panel of pre-qualified suppliers.	Coordinator Procurement and Contracts
19	F&G Reg 24AH(1)	Did the local government reject any applications to join a panel of pre-qualified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?	N/A	The City did not establish any panel of pre-qualified suppliers.	Coordinator Procurement and Contracts
20	F&G Reg 24AH(3)	Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?	N/A	The City did not establish any panel of pre-qualified suppliers.	Coordinator Procurement and Contracts
21	F&G Reg 24AI	Did the CEO send each applicant written notice advising them of the outcome of their application?	N/A	The City did not establish any panel of pre-qualified suppliers.	Coordinator Procurement and Contracts
22	F&G Regs 24E & 24F	Where the local government gave regional price preference, did the local government comply with the requirements of F&G Regs 24E and 24F?	N/A	No regional price preference was required or used for the assessment of tenders.	Coordinator Procurement and Contracts

**5.5 FRAUD AND CORRUPTION PREVENTION PLAN - ANNUAL REVIEW**

- Attachments:**
1. **Fraud and Corruption Prevention Plan** [↓](#) 
  2. **Summary of Proposed Actions** [↓](#) 
  3. **Evaluation of Existing Controls - Public Sector Risks - Confidential**

**RECOMMENDATION:**

That the Audit Committee recommends to Council that it:

1. **NOTES** the progress delivery summary of the Fraud and Corruption Prevention Plan as detailed within this report; and
2. **APPROVES** the proposed actions summarised at Attachment 2.

**MOTION**

That the recommendation be adopted.

**DEFERRED**

**Moved: Mr Araj, Seconded: Cr Gontaszewski**

That the motion be deferred so that the following can be added:

- A realistic timeline of the top 10 frauds that could occur identifying areas of vulnerability and identifying a response of what actions are proposed and which staff could action them
- Item 4 – confirm have all staff completed the program?
- Item 5, 6, 7 and 8 – what is the compliance action?
- Attachment 2 is too broad, provide more specificity in the proposed actions and timing for completion.
- The plan refers to old standards on page 275. Do updates need to be made to the Fraud and Corruption Prevention Plan?

**CARRIED (4-0)**

**For:** Cr Gontaszewski, Cr Ioppolo, Mr Goy and Mr Araj

**Against:** Nil

**(Mr Manifis was an apology for the Meeting.)**

**(Cr Wallace was an apology for the Meeting.)**

**(Cr Alexander departed the Meeting at 5.20pm and did not vote.)**

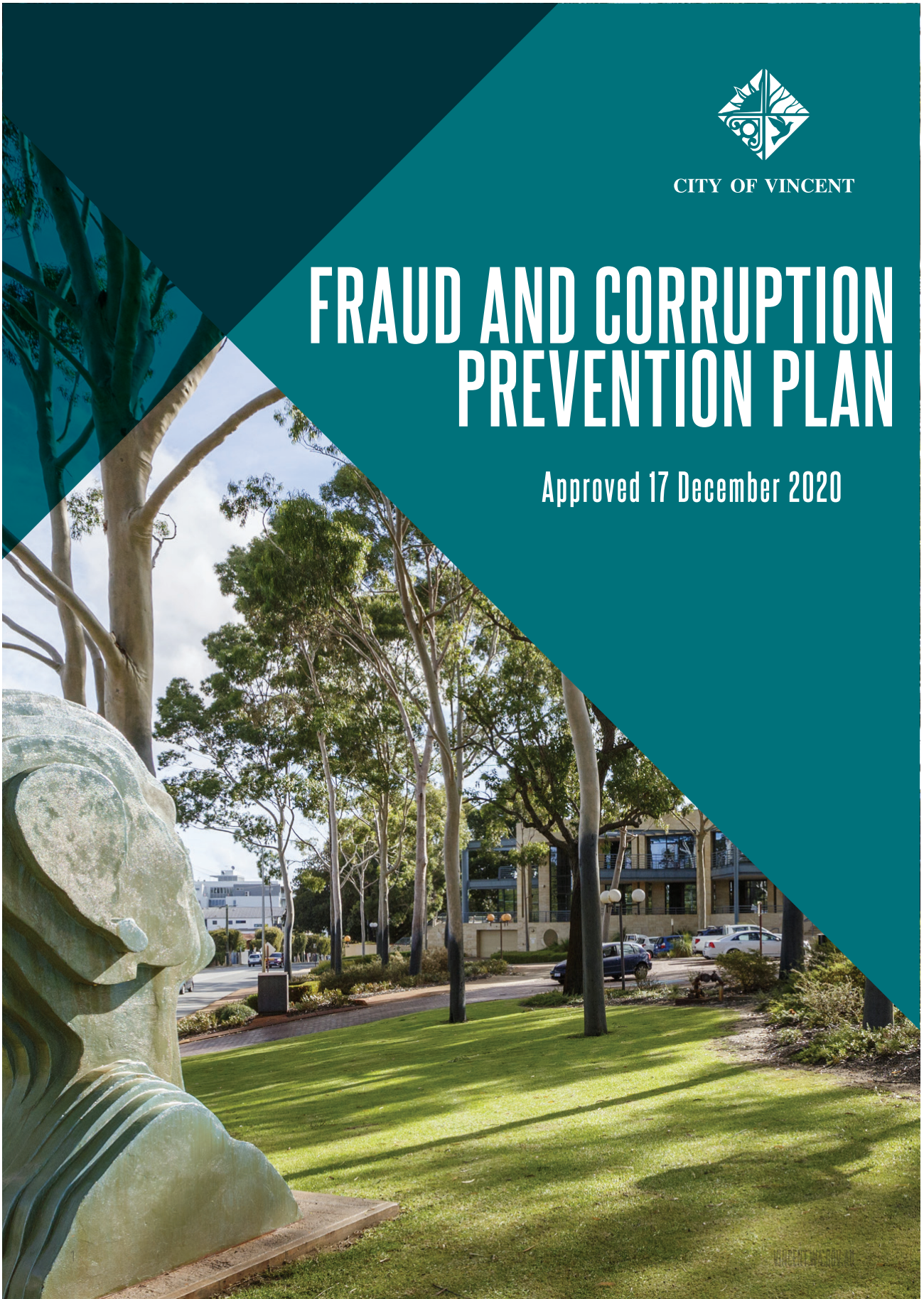




CITY OF VINCENT

# FRAUD AND CORRUPTION PREVENTION PLAN

Approved 17 December 2020



# Fraud and Corruption Prevention Plan



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# Fraud and Corruption Prevention Plan



## Executive Summary

The City of Vincent (**City**) is committed to the prevention, deterrence, monitoring, investigation and reporting of all forms of fraud and corruption. Fraud and corruption is damaging to an organisation as it may cause financial loss, loss of public confidence (either perceived or real), reputational damage and adverse publicity.

Local governments are the custodians of significant public funds and assets. Therefore it is important that the community has assurance that these are adequately protected from fraud and corruption.

Fraud and corruption prevention forms part of the City's Risk Management Framework. It is a risk that the City actively seeks to identify and limit its exposure to, by reducing the potential opportunity (risk likelihood) for fraud and corruption to occur.

The purpose of this Plan is to clearly document the City's approach to the prevention of fraud and corruption at both strategic and operational levels. It is to be read in conjunction with the City's [Risk Management Policy](#) and relevant legislation.



Adapted from Office of Auditor General for Western Australia, Report 5: 2019-20, *Fraud Prevention in Local Government*

# Fraud and Corruption Prevention Plan



## Section 1 - Background

### 1.1 Purpose

This Plan supports the City's Fraud and Corruption Prevention Policy to provide a structured framework and approach to fraud and corruption prevention, detection, monitoring and reporting.

This Plan aligns with the Australian Standards for Fraud and Corruption Control (AS8001-2008) and has been endorsed by the Executive Management Committee.

The Plan will be reviewed by the Audit Committee annually.

### 1.2 Communication

This Plan is communicated to all staff via annual training and is available on the City's internal Vintranet site. All new staff are also made aware of the Plan as part of their induction.

### 1.3 Zero Tolerance to Fraud and Corruption

The City has zero tolerance for corrupt conduct or fraudulent activities. The City is committed to preventing, deterring, detecting and investigating fraudulent and corrupt behaviour in the delivery of City services. Elected Members and Administration must not engage in practices that may constitute fraud or corruption.

The desired outcome of this commitment is the elimination of fraud and corruption throughout City operations both internally and externally. The City may prosecute people identified as committing fraud or undertaking corrupt behaviour. Employees may also face disciplinary action under the City's Code of Conduct, and restitution of money or property lost through fraudulent activity will be pursued through legislative means.

Fraudulent and corrupt activities may also be required to be referred to external agencies or may be referred at the discretion of the Council or CEO. These agencies include but are not limited to –

- WA Police
- Crime and Corruption Commission
- Public Sector Commission
- Local Government Standards Panel.

# Fraud and Corruption Prevention Plan



## 1.4 Definitions

**Fraud** is defined by Australian Standard AS8001-2008 as –

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*Dishonest activity causing actual or potential financial loss to any person or entity including theft of monies or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity.*

---

Fraud can take many forms including –

- the misappropriation of assets;
- the manipulation of financial reporting (either internal or external to the organisation);
- corruption involving abuse of position for personal gain.

**Corruption** is defined by Australian Standard AS8001-2008 as –

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*Corruption is dishonest activity in which an employee or contractor of the entity acts contrary to the interests of the entity and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or organisation. The concept of 'corruption' can also involve corrupt conduct by the entity, or a person purporting to act on behalf of and in the interests of the entity, in order to secure some form of improper advantage for the entity.*

---

Corrupt conduct tends to show a deliberate intent for an improper purpose and motivation and may involve misconduct such as: the deliberate failure to perform the functions of office properly; the exercise of a power or duty for an improper purpose; or dishonesty. Some examples of corrupt or criminal conduct which could be serious misconduct include –

- abuse of public office;
- blackmail;
- bribery, including bribery in relation to an election;
- deliberately releasing confidential information;
- extortion;
- obtaining or offering a secret commission;
- fraud or stealing;
- forgery;
- perverting the course of justice;
- an offence relating to an electoral donation;
- falsification of records.

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# Fraud and Corruption Prevention Plan



## 1.5 Objective

The City is committed to meeting its legislative obligations under the *Local Government Act 1995* including *ensuring that resources are maintained in a responsible and accountable manner*.

The City's commitment to fraud control will be met by ensuring an environment in which fraudulent or corrupt conduct is discouraged, and conflicts of interest are avoided.

This commitment is reflected in the City's [Governance Framework](#), which has the following five principles:

1. Culture and Vision
2. Roles and Responsibilities
3. Decision Making and Management
4. Commitment to Sustainability
5. Accountability

## 1.6 Scope

This Plan applies to all Elected Members, employees, contractors and volunteers.

Elected Members must also adhere to the standards mandated by the *Local Government Act 1995*.

Further guidance on the City's responsibilities are detailed in the:

- Department of Local Government, Sport and Cultural Industries, *Fraud & Corruption Control Framework*, July 2015
- Office of Auditor General for Western Australia –
  - Report 24: 2018-2019, *Verifying Employee Identity and Credentials*
  - Report 5: 2019-2020, *Fraud Prevention in Local Government*
- Australian Standard AS 8001-2008



# Fraud and Corruption Prevention Plan



## Section 2 - Context

### 2.1 Corporate Framework

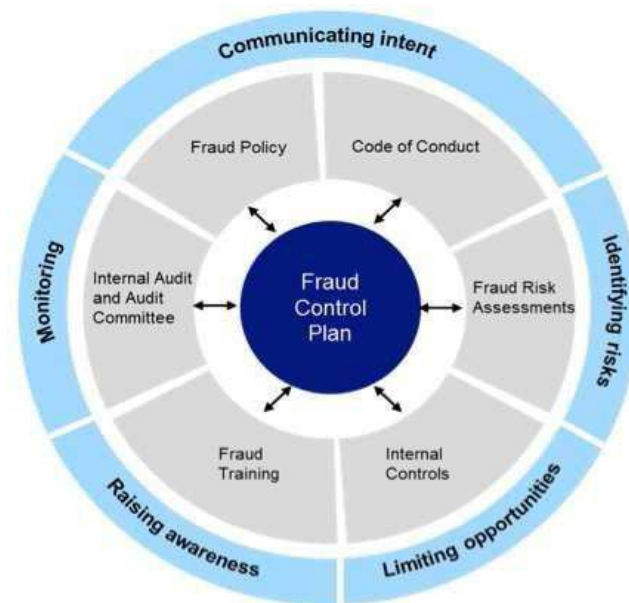
This Plan supports the objectives in the City’s Strategic Community Plan and Corporate Business Plan, both of which directly inform the City’s budgets, strategies, policies and service delivery.

### 2.2 Legislative Framework

The *Local Government Act 1995 (LG Act)* requires local governments to develop and maintain adequate internal control systems. Local governments are also required to establish a Code of Conduct for employees, contractors and Council and have an Audit Committee.

The *Public Interest Disclosure Act 2003 (PID Act)* requires the local government to establish written procedures for handling of any protected disclosures.

The diagram below shows the interdependency of this Plan with complimentary programs and processes.



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# Fraud and Corruption Prevention Plan



## Local Government (Financial Management) Regulations 1996, Regulation 5

- (1) *Efficient systems and procedures are to be established by the CEO of a local government –*
- (a) *for the proper collection of all money owing to the local government; and*
  - (b) *for the safe custody and security of all money collected or held by the local government; and*
  - (c) *for the proper maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process); and*
  - (d) *to ensure proper accounting for municipal or trust –*
    - (i) *revenue received or receivable; and*
    - (ii) *expenses paid or payable; and*
    - (iii) *assets and liabilities; and*
  - (e) *to ensure proper authorisation for the incurring of liabilities and the making of payments; and*
  - (f) *for the maintenance of payroll, stock control and costing records; and*
  - (g) *to assist in the preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations.*
- (2) *The CEO is to –*
- (a) *ensure that the resources of the local government are effectively and efficiently managed; and*
  - (b) *assist the council to undertake reviews of fees and charges regularly (and not less than once in every financial year); and*
  - (c) *undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.*

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# Fraud and Corruption Prevention Plan



## Local Government (Audit) Regulations 1996 Regulation 17 (1):

- (1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to –
- (a) risk management; and
  - (b) internal control; and
  - (c) legislative compliance.
- (2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review at least once every 3 calendar years.
- (3) The CEO is to report to the audit committee the results of that review.

## 2.3 Australian Standards

Although not obligatory, Australian Standard for Fraud and Corruption Control (AS8001-2008) provide important guidance.

## 2.4 Roles and Responsibilities

### Audit Committee

In relation to fraud control, the Audit Committee's responsibilities include –

- reviewing risk management frameworks and associated procedures for the effective identification and management of fraud risks;
- providing assurance that the City has appropriate processes and systems in place to prevent, detect and effectively respond to fraud-related information; and
- providing leadership in preventing fraud and corruption.

### Chief Executive Officer (CEO)

The CEO applies the City's resources to fraud prevention and ensures the implementation of adequate controls for managing fraud and corruption risks within the City.

The CEO, under the *Corruption, Crime and Misconduct Act 2003* must notify the Corruption and Crime Commission or the Public Sector Commission if misconduct is suspected.

# Fraud and Corruption Prevention Plan



## Executive Management Committee (EMC)

The Executive Management Committee is responsible for implementing this Plan. In particular, the EMC must –

- provide leadership, guidance, training and support to employees in preventing fraud and corruption;
- identify high fraud risk areas;
- participate in fraud and corruption risk assessment reviews;
- monitor the continued operation of controls;
- report suspected fraud and corruption promptly, maintaining confidentiality; and
- ensure the protection of complainants who report fraudulent and corrupt activities.

## Chief Audit Executive (CAE)

The CAE (Executive Manager Corporate Strategy and Governance) is responsible for –

- coordinating the fraud and corruption risk assessment process;
- developing and maintaining this Plan, in consultation with key stakeholders;
- communicating the existence and importance of the Plan to all staff; and
- delivering and/or coordinating fraud and corruption training.

## Executive Manager HR

The Executive Manager Human Resources is responsible for managing the grievance and discipline process.

## Public Interest Disclosure (PID) Officer

The City's PID Officers (Executive Manager Corporate Strategy and Governance and Executive Manager Human Resources) investigate disclosures in accordance with the *Public Interest Disclosure Act 2003*.

## All Employees

All employees have a responsibility to contribute to preventing fraud and corruption by following the Code of Conduct, complying with controls, policies and processes; resisting opportunities to engage in fraudulent or corrupt behaviour; and reporting suspected fraudulent or corrupt incidents or behaviour.

# Fraud and Corruption Prevention Plan



## Section 3 - Planning and Resourcing

Australian Standard 8001/2008 list the following for consideration in planning and resourcing –

- control planning,
- review of control plans,
- control resourcing,
- internal audit activity.

### 3.1 Program for fraud and corruption control planning and review

The LG Act requires that all local governments establish an Audit Committee. An Audit Committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal controls, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

The Recommendation on p.7 of the WA Office of Auditor General's Report, Fraud Prevention in Local Government notes –

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*In line with better practice, all entities should ensure they implement a coordinated approach to manage their fraud risks. Entities should –*

1. *assess fraud risks across their business*
  2. *develop a Fraud and Corruption Control Plan and review it at least once every 2 years*
  3. *develop and implement a periodic fraud awareness training program for all staff*
  4. *ensure that all conflicts of interest are recorded, assessed and appropriate management plans are in place*
  5. *have policies and procedures in place to verify the identity and integrity of employees and suppliers*
  6. *document clear internal processes and systems to report any potential fraud, that include anonymous reporting*
  7. *collect and analyse information received about potential fraud to identify any trends or emerging issues.*
- 

This Plan is designed to achieve compliance with each of these recommendations.

The Plan operates in association with existing programs and initiatives throughout the City and forms an integral part of the overall risk management framework.

This Plan will be reviewed annually by the CAE with oversight from the Executive Management Committee. In reviewing the Plan the CAE shall give regard to the following –

- significant changes in business conditions
- strategies arising out of recently detected fraud or corruption control incidents
- results of fraud and corruption risk assessments completed
- changes in fraud and corruption control practices locally and internationally

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# Fraud and Corruption Prevention Plan



- resourcing requirements
- any identified changing nature of fraud and corruption within the sector.

The Plan will be presented to Audit Committee annually.

## **3.2 Fraud control responsibility and resources**

The responsibility for implementation of this Plan is with the CAE. The CAE will report yearly to the Executive Management Committee, on the progress of delivery on the outcomes from this Plan.

The City is committed to allocating the required resources across the organisation to ensure appropriate controls in regards to fraud and corruption. In particular resources will be made available to –

- implement the Plan
- undertake fraud and corruption risk assessments
- deliver organisational training and awareness
- review incidents reports
- undertake investigations.

## **3.3 External assistance**

Where required, external assistance will be engaged to support the delivery of any aspect of this Plan, including the delivery of training.

# Fraud and Corruption Prevention Plan



## Section 4 - Prevention

Australian Standard 8001/2008 list the following for consideration in planning and resourcing –

- implementing and maintaining an integrity framework
- senior management commitment
- line management accountability
- internal control
- assessing fraud and corruption risk
- communication and awareness
- employment screening
- supplier and customer vetting
- controlling the risk of corruption.

### 4.1 *Implementing and maintaining an integrity framework*

The City's Code of Conduct specifies the expected behaviour of employees and contractors, which includes reporting and preventing any fraud or corruption.

Recruitment materials will include information on values and conduct expectations

The City will provide a formal induction process for all new staff and contractors that includes a clear focus on integrity.

Managers will exercise and demonstrate high levels of integrity in the performance of their roles and functions and will remind employees of the importance of complying with the City's Code of Conduct.

Annual performance reviews will include a requirement for employees to review the City's Code of Conduct each year and to complete the online training programs for both Fraud Awareness and Accountable and Ethical Decision-making (AEDM).

### 4.2 *Commitment to controlling the risk of fraud and corruption*

Managers will not be complacent and will treat fraud and corruption risks as a serious threat to the City.

The Executive Management Committee and Audit Committee will regularly be briefed on the following:

- information on the program and robustness of the internal control environment in regards to preventing and detecting fraud
- the types of fraud and corruption common with the sector
- incidence of fraud and corruption generally in Australia
- information on the types of fraud and corruption that have been detected at the local government over the previous five years
- information of new or emerging trends in this area.



# Fraud and Corruption Prevention Plan



## 4.3 *Maintaining strong internal control systems and internal control culture*

The City has an existing culture of continuous improvement. The implementation of effective systems of internal control is an integral part of this program, particularly for activities assessed as having a high predisposition to the risk of fraud and corruption.

Well planned and documented internal controls will be a major defence for avoiding fraud and corruption. When undertaking projects or reviewing existing practices into the future consideration will be given to appropriate fraud and corruption controls in the development of outcomes.

Internal controls will be:

- Appropriately documented
- Accessible
- Reviewed and amended regularly
- Communicated effectively to all relevant employees
- Subject to review of adherence.

## 4.4 *Fraud and corruption risk assessment*

Risk assessments will be undertaken for all identified fraud and corruption risks in accordance with the City's Risk Management Policy.

As a minimum the following risks will be assessed –

- theft of cash
- theft/misuse of assets
- misuse of confidential corporate information
- conflict of Interest
- accounts payable
- payroll practices
- procurement
- IT and information security
- recruitment
- misuse of credit cards.

Additional risks will be identified through normal business unit operations and through the regular review of the risk register.

# Fraud and Corruption Prevention Plan



## 4.5 Communication and awareness of fraud and corruption

It is important that fraud and corruption is identified and reported at an early stage and that employees have understanding and confidence in the system.

Employees will be provided with the following –

- a dedicated page will be maintained on the City's Vintranet in regard to fraud and corruption, this will include links to all relevant documents in particular the process for reporting allegations and Public Interest Disclosures;
- fraud & corruption awareness training and AEDM training will be conducted annually, and learnings measured through staff assessment surveys;
- regular news feeds to remind staff of key integrity responsibilities including the process for reporting any instances of misconduct; and
- staff assessment surveys to measure staff confidence and attitudes about integrity, including confidence in speaking up about misconduct and integrity matters and identifying steps to address any findings

Our community will be provided with the integrity controls that have been implemented throughout the year. This will be published in each Annual Report.

## 4.6 Employment screening

Prior to appointment the following screening shall be undertaken with the express consent of the individual concerned, irrespective of whether they are internal or external applicants –

- verification of identity requiring at least two forms of identity (passport, birth certificate, drivers licence, rate certificate, at least one must include photo identification)
- Police criminal history check – relevant positions
- Working with Children check – relevant positions
- reference checks with two most recent employers
- consideration of any gaps on employment history and the reasons for the gaps
- verification of formal qualifications claimed – where relevant or required for position
- if necessary, residency or visa status.

The Recommendation on p.10 of the WA Office of Auditor General's Report, *Verifying Employee Identity and Credentials* notes –

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*Public sector entities should –*

1. *have approved policies and procedures for verifying employee identity and credentials which cover –*
  - *using a 100-point identity check*
  - *criminal background checks, based on the risks associated with the position*
  - *periodic monitoring of existing employees*
2. *assess the positions which may require a criminal background or working with children check and ensure that these requirements are clearly documented in position description forms*

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3. *for high risk positions, or positions where there is an ongoing requirement to hold a licence or professional qualification, obtain regular declarations from employees that there is no significant change in their circumstances*
4. *ensure that sufficient documentary evidence is obtained prior to appointment which supports an employee's –*
  - *identification and right to work in Australia*
  - *professional qualifications and memberships*
  - *criminal background or capacity to work with children (where necessary)*
5. *perform appropriate referee checks for all potential employees and ensure that all employees' reference checks are retained in their employee or recruitment file*
6. *develop a procedure for monitoring the expiry dates of licences, certificates or working with children checks so that they can be followed up with the employee close to expiry date*
7. *perform periodic criminal background checks for positions which require it.*

## 4.7 Dealing with annual leave and job rotation

Directorates will consider job rotation for positions where there are multiple officers undertaking the same or similar functions and the position is deemed a high risk from a fraud or corruption perspective, local law enforcement, parking enforcement, planning officers, contract management, for example.

Excess annual leave will be monitored on a quarterly basis and reported to the Executive Management Committee.

## 4.8 Supplier vetting

The City will continue to undertake supplier vetting for new and ongoing suppliers in accordance with existing practices.

To avoid scams and incorrect payments, all suppliers are to have banking details verified upon initial entry of their details to the IT system and then periodically.

In accordance with the Procurement Policy, new suppliers with prospective business in excess of \$150,000, the minimum checks will include –

- search of Australian Securities & Investment Commission Company Register,
- Australian Business Register ABN verification,
- currency of insurances.

For new contracts exceeding, or potential to exceed \$500,000, the following additional checks should be considered –

- corporate scorecard check which looks at Bankruptcy search,
- assessment of credit rating,
- search of legal proceedings pending or judgements pending.

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# Fraud and Corruption Prevention Plan



## Section 5 - Detection

Australian Standard 8001/2008 list the following for consideration in planning and resourcing –

- implementing a fraud and corruption detection program
- role of external auditor in detection of fraud
- avenues for reporting suspected incidents
- whistle-blower protection program.

### 5.1 Fraud and corruption detection program

As part of the development of the annual internal audit program the Audit Committee will consider opportunities to undertake pro-active fraud and corruption detecting activities that might include –

- (a) conducting unscheduled internal reviews and audits
- (b) post-transactional reviews – a review of transactions after they have been processed, with the aim of identifying or uncovering –
  - documentation that may be missing, altered, missing or falsified,
  - authorisations that may have been omitted or altered, or
  - inadequate documentary support.
- (c) Analysis of management accounting reports – using relatively straight forward techniques in analysing management accounting reports, trends can be examined and investigated which may be indicative of fraudulent or corrupt conduct.
- (d) Financial Management and Risk Reviews will include a review of –
  - IT and information security
  - grants and other payments
  - tendering processes, purchasing and contract management
  - services provided to the community
  - revenue collection
  - use of credit cards
  - travel allowance and other allowances
  - salaries
  - money, property and other physical assets.
- (e) internal audits.
- (f) annual reports to management, the Audit Committee and Council regarding the position of risk management, internal controls and legislative compliance.

In accordance with the LG Act, the CEO is required to –

- a) in accordance with the *Local Government (Financial Management) Regulations 1996* r.5, advise Council at least once every 3 years in respect to –
  - efficient systems and procedures
  - ensure efficient use of resources
  - appropriateness and effectiveness of systems

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# Fraud and Corruption Prevention Plan



b) in accordance with the *Local Government (Audit) Regulations 1996* r.17, at least once every 3 years review –

- risk management
- internal controls, and
- legislative compliance.

## 5.2 External auditor's role in the detection of fraud

Consistent with recent changes to international and Australian auditing standards, the auditor's accountability for the detection of fraud will form part of any audit. These provisions will increase the likelihood of detecting material mis-statements or errors in the City's financial statements.

## 5.3 Mechanisms for reporting suspected fraud and corruption incidents

The City's Public Interest Disclosure Procedures (PID) [Information Guidelines](#) set out how employees can report suspicious or known illegal or unethical conduct.

Reports can be made anonymously. Anonymous reports will be examined and investigated on the available evidence.

All employees have the right to make a disclosure in accordance with the PID Act. This is encouraged where any person wishes to access the protections afforded by the PID Act.

## 5.4 Whistle blowers

Whistle-blowers, whether internal or external, may be an important component in the detection and exposure of fraud or corrupt behaviour.

They will be protected to the extent permitted by law. Protection may include but is not limited to –

- ensuring the person's safety
- protecting their confidentiality
- arranging any necessary physical or mental support
- referral to an external agency having greater resources for investigation.

A whistle-blower who has been involved in the reported misconduct may be provided with immunity or due consideration from City initiated disciplinary proceedings by agreement, however, the City has no power to provide immunity from criminal prosecution.

Where victimisation or reprisals are reported, a record of the report and the action taken must be placed on the file relating to the public interest disclosure. Steps taken to prevent acts of victimisation or reprisal should be recorded in a manner that they will be accessible for reference, should legal action be taken against the City.

However, vexatious or malicious complaint will not be tolerated, and an appropriate response may be made against the complainant.

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# Fraud and Corruption Prevention Plan



## Section 6 - Response

Australian Standard 8001/2008 list the following for consideration in planning and resourcing –

- policies and procedures
- investigations
- internal reporting and escalation
- disciplinary procedures
- external reporting
- civil action for recovery of loss
- review of internal controls
- insurance.

### 6.1 *Procedures of the investigation of detected or suspected incidents*

The City's Public Interest Disclosure Information Guidelines set out –

- appropriate measures for the comprehensive investigation of such matters based on the principles of independence, objectivity and fair due process (rules of natural justice)
- systems for internal reporting of all detected incidents
- process for reporting the matters of suspected fraud and corruption to appropriate external enforcement agencies.

The Guidelines will be reviewed regularly to ensure that it continues to meet these objectives.

### 6.2 *Internal reporting*

The CAE is to ensure that all incidents reported and investigated are documented and registered on the appropriate confidential file.

The documentation placed on the file must include the following minimum information –

- date and time of report
- date and time the incident was detected
- how the incident came to the attention of management
- the nature of the incident
- value of loss (if any) to the entity
- action taken following discovery of the incident.

### 6.3 *Disciplinary procedures*

The City's disciplinary guidelines and procedures outline the potential disciplinary outcomes that apply in regards to the application of this Plan.

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# Fraud and Corruption Prevention Plan



## 6.4 External reporting

The City's Public Interest Disclosure Information Guidelines provide direction to reporting any suspected fraudulent or corrupt conduct to any external enforcement agencies including –

- Department of Local Government, Sport and Cultural Industries;
- Public Sector Commission;
- Police; or
- Crime & Corruption Commission.

Employees may report any reasonable suspicion of minor misconduct involving a public officer to the Public Sector Commission (**PSC**), in accordance with the *Corruption, Crime and Misconduct Act 2003*.

Employees should consider what behaviours and circumstances constitute minor misconduct and whether the person/s involved is a public officer.

There is a good chance that if the public officer/s involved could be the subject of a disciplinary investigation at the City, then it might be minor misconduct. If you suspect the behaviour is minor misconduct employees can report it to the PSC or the CAE.

### **Department of Local Government Sport and Cultural Industries**

Gordon Stephenson House, 140 William Street, Perth WA 6000

GPO Box R1250, Perth WA 6844

Telephone: (08) 6551 8700

Fax: (08) 6552 1555

Free call (Country only): 1800 620 511

Email: [info@dlgc.wa.gov.au](mailto:info@dlgc.wa.gov.au)

Website: [www.dlgc.wa.gov.au](http://www.dlgc.wa.gov.au)

Translating and Interpreting Service (TIS) – Tel: 13 14 50

### **Public Sector Commission**

Two office locations:

- Dumas House, 2 Havelock St, West Perth WA 6005
- Hale House, 1 Parliament Place, West Perth WA 6005

Locked Bag 3002, West Perth WA 6872

Phone: (08) 6552 8500

Fax: (08) 6552 8501

Email: [admin@psc.wa.gov.au](mailto:admin@psc.wa.gov.au)

Website: <https://publicsector.wa.gov.au>

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# Fraud and Corruption Prevention Plan



**Corruption and Crime Commission**

Level 5, 45 Francis Street, Northbridge WA 6003  
 PO Box 330, Northbridge Post Shop WA 6865  
 Phone: (08) 9215 4888  
 Fax: (08) 9215 4884  
 Toll-free: 1800 809 000  
 Email: [info@ccc.wa.gov.au](mailto:info@ccc.wa.gov.au)  
 Website: <https://www.ccc.wa.gov.au/>

Hearing impairment: If you are deaf, or have a hearing impairment or speech impairment, contact us through the National Relay Service:

TTY users phone 1800 555 677 then ask for 1800 809 000  
 Speak and Listen users phone 1800 555 727 then ask for 1800 809 000.

**6.5 Civil proceeding to recover the proceeds of fraud and corruption**

The City may seek recovery of any losses due to fraud or corruption where there is clear evidence of fraud and corruption and where the likely benefits of such recovery will exceed the funds and resources required to be invested in the recovery action.

**6.6 Internal control review following discovery of fraud**

Where fraud or corruption is detected the relevant Executive Manager will be responsible to assess the adequacy of the relevant internal control environment and provide a report to the Executive Management Committee on the improvements identified.

**6.7 Maintaining and monitoring adequacy of insurance**

The City will maintain a fidelity guarantee insurance policy that insures the risk of loss arising from internal fraudulent conduct. The level of the policy and other policies relevant to fraudulent or improper conduct will be reviewed annually by the Executive Management Committee.

OFFICE USE ONLY	
Approved by EMC	Date: 17/12/2021, Ref# D20/244570
Reviewed / Amended	EMC - Date: 18/11/2021, Ref#: D21/213617 Presented to Audit Committee: 15/02/2022, Ref# D22/24825
Next review	Date 15/02/2023

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022/102563

## Fraud Management Plan Review 2023 – Proposed Actions

#	Proposed Action	Responsibility	Due Date
1	Review, maintain and implement training programs to facilitate organisational awareness of integrity principles. Training programs are to be tailored to and included as part of the City's induction and performance review processes.	Executive Manager Human Resources & Executive Manager Corporate Strategy and Governance	Ongoing
2	Develop a comprehensive integrity framework, based on the Public Sector Commission's integrity framework resources, to underpin the principles outlined in the Better Practice Guide and align with the requirements of the updated Australian Standard.	Executive Manager Corporate Strategy and Governance in consultation with Executive Management and Audit Committees.	2023/24
3	Develop and implement fraud and corruption control programs that are aligned to the level and nature of corporate risks.	Executive Manager Corporate Strategy and Governance in consultation with Executive Management and Audit Committees.	2023/24
4	Update the City's <a href="#">Fraud and Corruption Prevention Policy</a> to align with the Australian AS 8001:2008 Standard Fraud and Corruption Control	Executive Manager Corporate Strategy and Governance in consultation with Executive Management and Audit Committees.	2023

## **6 GENERAL BUSINESS**

### **6.1 Public Audit Committee meetings**

Noting that the City of Nedlands had advertised its Audit and Risk Committee as being open to the public, Cr Ioppolo queried as to whether it was appropriate for any City of Vincent Audit and Risk Committee meetings should be open to the public. The CEO advised that they are not required to be public, and that is not best practice, as confidential matters are discussed at these meetings.

### **6.2 Capital Expenditure AGM motion**

Mr Olaf Goy queried the unspent capital expenditure budget, as raised by a member of the public at the Annual General Meeting of Electors and proposed that:

The Audit Committee REQUESTS that a reconciliation between approved Budgeted Capital Expenditure works and ACTUAL Capital Expenditure spend from the years FY22 until FY23 inclusive having regard to the source of funding of capital expenditure including but not limited to municipal funds, grants, reserves and contributions be undertaken and presented to the 4 May 2023 Audit Committee Meeting. A timeline for additional years to be presented to the 4 May 2023 Audit Committee Meeting.

#### Justification

There has been consistent underspend of budgeted capital works by the City of Vincent. Residents and ratepayers of Vincent have raised this issue in the Annual General Meeting and the Audit Committee members are not clear about how this underspend is flowing through the accounts and seek to understand how this works in the interests of transparency and understanding. A better understanding of how underspend of capital works may raise issues that the Audit and Risk Committee may wish to consider as part of its function.

NOTE: Proposed that the annual training session scheduled for the 4 May 2023 Audit Committee Meeting as identified in the forward agenda (adopted at item 5.8) would be an overview of the Budget process presented by Chief Financial Officer.

## **7 NEXT MEETING**

4 May 2023

## **8 CLOSURE**

Meeting closed at 6.30pm.

These Minutes were confirmed at the 4 May 2023 meeting of the Audit Committee as a true record and accurate of the Audit Committee meeting held on 2 March 2023

Signed: Mr Ross Ioppolo

Dated